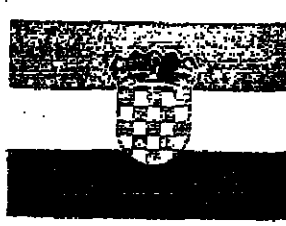


Thursday April 6 1995  
Intervention

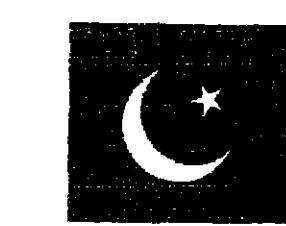
# FINANCIAL TIMES



**Jobs in Germany**  
*Despair and hope in abandoned shipyards*  
Page 8



**Croatia**  
*The need to win Serb hearts*  
Page 13



**Today's survey**  
*Investing in Pakistan*  
Pages 23-26



**TOMORROW'S Weekend FT**  
*The families who wait for empty trawlers*

World Business Newspaper

FRIDAY APRIL 7 1995

D8523A

## Virgin settles its 'dirty tricks' action against BA

British Airways said last night that UK airline Virgin Atlantic's "dirty tricks" case against it had collapsed. Virgin will make a net payment of £255,000 (£616,000) to BA. British Airways said Virgin had claimed since last December as compensation for alleged dirty tricks carried out by BA. Last month, however, Virgin approached BA to suggest a settlement.

**Olivetti and Bell in telecom challenge:** Italian computer group Olivetti and US telecommunications company Bell Atlantic are challenging Telecom Italia's dominance of the Italian market for business telecom services. Page 15

**Chirac urges stronger ties with Britain:** Jacques Chirac, frontrunner in the French presidential elections, has called for stronger links with Britain to complement France's central relationship with Germany. Page 14; Race for the "monarchy", Page 2

**Major to make Europe a battleground:** British prime minister John Major will make European Union policy one of the main battlegrounds in the run-up to next month's UK local elections. Page 9

**Daimler raises its dividend:** Daimler-Benz demonstrated its confidence in continuing recovery by offering shareholders a DM11 dividend - up from DM8 the previous year. Page 15; Lex, Page 14

**Bankers line up for big equity deal:** Three banks leading consortia are bidding to manage central Europe's biggest ever equity deal. Page 15

**Chrysler, the US motor group, will buy batteries from Electrosource, a Los Angeles company, to power its first generation of electric vehicles, due off production lines in the next three years. Page 15**

**Gingrich aims to reform US income tax:** Newt Gingrich, Speaker of the House of Representatives, took his elation over the passage of the \$138bn tax cut bill a stage further by saying "the current income tax has to go." Page 7

**Wary deputies approve Ukraine budget:** Ukraine's parliament gave grudging approval to the government's 1995 budget, in a move intended to open the door to a \$1.8bn International Monetary Fund stand-by loan agreed last month. Page 5

**US to appeal ruling on sale in military:** The US Justice Department will appeal against a ruling striking down the Clinton administration's policy banning gays from serving openly in the military.

**Fujitsu links up with Samsung:** Japanese electronics group, Fujitsu, and Samsung of South Korea have agreed a cross-licensing deal to share technology for liquid crystal displays. Page 4

**End to polio by 2000:** The world is on track to eradicate polio by the turn of the century, the World Health Organisation said. Page 5

**Two killed in shelling:** Two people were killed and several injured when a Sarajevo suburb was shelled. UN military observers said Bosnian Serb forces had apparently targeted the government-held suburb of Hrasnica in the attack.

## Government pledges to help industry ■ Tax cuts and public spending rise planned Japan moves to tackle rising yen

By Philip Gawth in London and William Dawkins in Tokyo

The Japanese government is preparing public spending increases and tax cuts to boost the economy and help industry cope with the continuing strength of the yen.

Mr Tomichi Murayama, prime minister, meeting business leaders at his residence yesterday, promised "drastic measures" to stimulate the economy, whose weak recovery may be threatened by the yen's rise, and lift the stock market.

However, doubts were expressed in Tokyo about whether Japan's divided coalition government could bring in economic measures large enough to have substantial effects on the economy or the huge current-account surpluses that buoy the yen.

Mr Yasuo Matsuoka, governor of the Bank of Japan, echoed industrialists' concern by warning that the currency turmoil posed the "risk of economic setback".

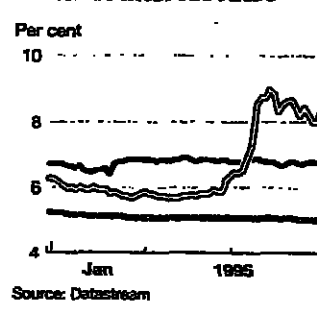
In Europe, meanwhile, the easing of exchange rate pressures after the cut last week in German interest rates allowed France, Denmark and Belgium to reverse last month's emergency rate rises. The French franc has rallied by about 5 centimes since the Bundesbank cut rates, from FF3.53 against the D-Mark to about FF3.48.

The Bank of France trimmed the 24-hour lending rate by a quarter of a point to 7.75 per

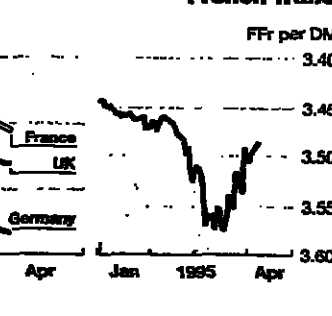
cent; the Danish central bank reduced its key short-term repo rate from 7.00 to 6.75 per cent; and the Belgian National Bank cut the central rate to 5 per cent from 5.25 per cent.

The dollar remained fairly stable during European and US trading, with investors content to take to the sidelines ahead of the release today of the monthly US employment report, a key economic indicator. It closed in London at ¥85.375 and DM1.3763.

### 3-month interest rates



### French franc



Analysts said central banks had stabilised the dollar in the short term, but there remains broad consensus that central bank support is ineffective in changing exchange rate trends.

Mr Jeffrey Shafer, US treasury assistant secretary, said in Washington that the Treasury had a little less than \$19bn in D-Marks and yen to defend the dollar, and more could be obtained if necessary. Analysts said that was a fairly modest sum and illustrated the limited scope for intervention. Market estimates are that the Fed has recently been spending as much as \$1bn a day supporting the dollar.

Asked what might turn the dollar around, Mr John Lawvere, a Federal Reserve board governor, said in New York: "I think fiscal

policy is probably the answer... As long as we are generating huge deficits, the world is awash with dollars."

Mr Steve Hannah, head of research at IBJ International, a bank in London, said those comments reflected the dominant market view. "Dollar weakness is much more to do with structural issues like fiscal policy and trade deficits than changes in interest rates," he said. He doubted whether the Japanese measures would have much effect on the economy because, he said, it was more an attempt to alleviate the effects of yen strength than to address its causes.

Doubts on Japanese stimulus package, Page 6; Currencies, Page 29; World stocks, Page 35



## Canada under fire from EU in fisheries row

By Caroline Southey in Luxembourg, David White in Madrid and Bernard Simon in Toronto

Spain and Canada exchanged diplomatic salvos yesterday as the European Commission attacked Canada for alleged harassment of Spanish trawlers in international waters off Newfoundland.

The claims of Canadian action provoked a flurry of diplomatic activity in Brussels, while in Madrid about 3,000 protesters hurled eggs and mackerel at the Canadian embassy.

It also provoked a fresh dispute between Spain and Britain, which refused to endorse condemnation of Canada's alleged actions by a meeting of EU fisheries ministers in Luxembourg.

Mr Luis Alianza, Spain's fisheries minister, said the UK position showed a "breakdown in solidarity which... has few precedents and weakens the position of the UK in the rest of the EU".

Britain also opposed an EU proposal for a unilateral quota of 18,630 tonnes, or 89 per cent, of a 27,000 tonnes quota for the

Greenland halibut catch this year in the disputed area.

Spain alleged that Canadian patrol vessels had tried to board Spanish trawlers or cut their nets. Mr Brian Tobin, Canada's fisheries minister, described the claims as "absolutely false".

The alleged incident prompted the European Commission to call in the Canadian ambassador to Brussels to protest at the "flagrant violation of international law in the North Atlantic". It described the action as "hostile, illegal and dangerous".

In a letter to Mr Jean Chretien, the Canadian prime minister, Mr Jacques Santer, European Commission president, condemned the action as "wrong and unwise".

"We are now close to an agreement. But in the difficult final stages of our negotiations we need to take great care not to add to an already inflamed situation," he said.

In Ottawa, the Canadian government told EU ambassadors the criticism was unwarranted. Mr Tobin said: "I don't

## Action news

**SINGAPORE:** Singapore Airlines announced a new route to London via Frankfurt, starting in May. The airline also announced a new route to Los Angeles via San Francisco, starting in June.

**NEW YORK:** The New York Stock Exchange announced that it had approved a new listing rule for companies with a market capitalization of less than \$1 billion. The rule would require such companies to have a minimum of 100 shareholders and a minimum of \$1 million in assets.

**PARIS:** The Paris Stock Exchange announced that it had approved a new listing rule for companies with a market capitalization of less than \$1 billion. The rule would require such companies to have a minimum of 100 shareholders and a minimum of \$1 million in assets.

**TOKYO:** The Tokyo Stock Exchange announced that it had approved a new listing rule for companies with a market capitalization of less than \$1 billion. The rule would require such companies to have a minimum of 100 shareholders and a minimum of \$1 million in assets.

## Pressure on Chase over share returns

By Richard Waters in New York

Chase Manhattan, the sixth biggest US bank, has come under pressure from its largest shareholder to find ways of raising its share price, a move which analysts say could spark a shake-up or even the eventual sale of the bank.

The news, disclosed in a regulatory filing late on Wednesday, prompted heavy buying of a number of US bank stocks yesterday on the expectation that other institutions would also be forced to take more aggressive action to improve returns to shareholders.

Chase has come under siege from Mr Michael Price, head of Heine Securities, a mutual fund group which has gained a reputation as an activist shareholder in recent years. Mr Price has amassed 6.1 per cent of Chase's stock since he began buying in the middle of February, making him the bank's biggest shareholder.

In the filing, Mr Price called on Chase to "seriously consider taking steps to realise the inherent value in its businesses in a manner designed to maximise shareholder value".

The group operates a number of businesses which "generate far more attractive returns and possess superior growth prospects" than its traditional bank.

## EBRD faces fight for more funding to increase loans

By Anthony Robinson, in London

The annual meeting of the European Bank for Reconstruction and Development (EBRD) in London this weekend is expected to mark the start of a potentially fierce political struggle over the size of future increases in the bank's £6.0bn (£13bn) capital.

Officials at the bank, established to support the transition from communism in eastern Europe, have prepared a technical paper spelling out the bank's capital needs to be expanded if future lending is to be increased. When the bank's government shareholders discuss the paper, those countries which receive finance from the bank are likely to press for increases in its capital to fund increased lending. EBRD officials believe satisfying these demands could require a doubling of the bank's capital.

However, developed countries which contribute the bulk of the EBRD's capital are under domestic pressure to curb spending on foreign assistance. The US government, the biggest single shareholder with a 10 per cent stake, will need to convince a Republican-dominated and sceptical Congress of the value of further help for post-communist Europe.

The bank's 57 government shareholders agreed in 1991 to contribute £6.0bn of taxpayer funds as paid-up capital to get the bank off the ground. They pledged a further £6.0bn of funds which the bank can call on

in extremis. This £6.0bn limits the total lending, currently running at just under £6.0bn a year. The bank has committed £6.0bn in loans to date.

The bank's statutes require a review of its capital structure by April 1996, the fifth anniversary of its foundation. To comply with this deadline senior bank officials have drawn up a technical paper setting out the details of all loans, liabilities and assets to date and transactions currently in the pipeline or projected.

This paper will provide the deceptively low-key technical beginning to what will almost certainly develop into a highly political debate which will determine the willingness of governments and parliaments to provide additional financial resources for the bank's task.

After the US, the next largest shareholders are Britain, France, Germany and Italy, along with Japan, who each contributed 8.5 per cent of the capital. The smaller EU states, other European countries and all 25 countries in which the bank operates have much smaller stakes.

After a shaky start under Mr Jacques Attali, former EBRD president, the bank has regained credibility over the past two years under Mr Jacques de Larosiere, its president, and Mr Ron Friesman, his deputy. Mr de Larosiere was formerly managing director of the International Monetary Fund.

Galician fishermen demonstrate outside the Canadian embassy in Madrid yesterday against Canada's alleged attack on Spanish boats catching Greenland halibut in international waters off Newfoundland.



Rupert Murdoch's News Corporation has launched a daring bid for dominance in world television sport with plans to create an international Rugby League "Super League" just after snapping up rights to top international boxing matches. It is believed the new league would include top British clubs. The top four teams would compete with the best from the new Australian Super League being put together by Mr Murdoch in Australia. Page 8

Defendant admits genocide: Rwanda's genocide trials began with a defendant admitting he killed 900 people in the bloodbath that began exactly 12 months ago. The first seven of up to 30,000 jailed suspects appeared in a Kigali court accused of taking part in the killings.

STOCK MARKET INDICES			
New York: Dow Jones Ind. Av.	4,203.69	(+3.12)	
NASDAQ Composite	714.95	(-1.27)	
Europe and Far East			
FTSE 100	5,280.9	(+17.26)	
Nikkei	15,916.3	(+64.43)	

GOLD			
New York: COMEX June	\$386.5	(-0.97)	
London: Gold	\$384.5	(-0.92)	

DOLLAR			
New York: Deutsche Mark	1.9075		
DM	1.972		
FF	4.7785		
Sfr	1.2265		
¥	85.375		

OTHER RATES			
US 3-mth Interbank	6.75%	(annual)	
UK 10 yr Govt	10.03	(100bp)	
France 10 yr Govt	8.06	(86.13)	
Germany 10 yr Govt	10.22	(102.32)	
Japan 10 yr Govt	10.18	(107.85)	

MONTHLY OIL (Brent)			
Brent 15-day (May)	\$17.34	(7.46)	
Tokyo close	¥ 9.25		

Austria	80.05	Greece	110.00	Italy	110.00	Spain	110.00
Belgium	80.05	Hong Kong	110.00	UK	110.00	Sweden	110.00
Denmark	80.05	India	110.00	US	110.00	Switzerland	110.00
France	80.05	Japan	110.00	West Germany	110.00	Turkey	110.00
Germany	80.05	South Korea	110.00	Yugoslavia	110.00		

Canada	80.05	China	110.00	India	110.00	Japan	110.00
France	80.05	Italy	110.00	UK	110.00	US	110.00
Germany	80.05	Spain	110.00	Sweden	110.00	Switzerland	110.00
Japan	80.05	South Korea	110.00	Yugoslavia	110.00		

Canada	80.05	China	110.00	India	110.00	Japan	110.00
France	80.05	Italy	110.00	UK	110.00	US	110.00
Germany	80.05	Spain	110.00	Sweden	110.00	Switzerland	110.00
Japan	80.05	South Korea	110.00	Yugoslavia	110.00		

Canada	80.05	China	110.00	India	110.00	Japan	110.00
France	80.05	Italy	110.00	UK	110.00	US	110.00
Germany	80.05	Spain	110.00	Sweden	110.00	Switzerland	110.00
Japan	80.05	South Korea	110.00	Yugoslavia	110.00		

JB 1735

## BLANCPAIN

100 hours power reserve - 100 meters water-resistant - 100 days of testing

SINCE 1735 THERE HAS NEVER BEEN A QUARTZ BLANCPAIN WATCH. AND THERE NEVER WILL BE.

Catalogue and information BLANCPAIN SA CH-1348 Le Brassus, Switzerland  
Tel 0041-21 845 40 92 Fax 0041-21 845 41 88



## NEWS: EUROPE

## Race for the 'monarchy' attracts full field

Today's official launch of the presidential campaign in France should see nine candidates vying for the Elysée palace, writes David Buchan

The French presidency has been dubbed "a temporary elected monarchy", reflecting the fact that the incumbent of the Elysée palace has greater relative power than his counterpart in the White House. Despite much talk of the need for shorter terms, a French president serves for seven years, with theoretically no limit on his re-election. He names the prime minister, has an overriding prerogative in foreign and defence policy, and can dissolve

the legislature when he wants. Elections to the Elysée have therefore always attracted a multitude of candidates.

The 1995 race is no exception. Today is the "official" start of the campaign, with the publication by the Constitutional Council of the formal list of candidates. To qualify to run, a candidate needs the signatures of at least 500 elected politicians, based in at least 30 of the country's 95 departments, a hurdle which bars purely regional candidates and some lesser ones.

Nine candidates claim to have secured the necessary 500 signatures or more, although this cannot be certain until the Council publishes its list.

Presidents are elected by universal suffrage in two rounds of voting, which this year fall on April 23 and May 7. Any candidate winning more than 50 per cent of the vote on April 23 would be declared president; but outright victory on the first round has never happened, so the two front-runners after April 23 will go on to the decisive May 7 run-off.

A new law, passed in January to clean up French political financing, reduces by a third the amount that presidential candidates are allowed to spend, compared with 1988. The new ceiling restricts spending to FF90m (£11.6m) for those whose campaign ends on April 23, and to FF120m for the two going the distance to May 7. About a third of this will be reimbursed by the state.

The new president's first act will be to name a prime minister. He is effectively obliged to choose someone from the largest party or formation in the national assembly, as the premier must have a majority to govern.

If the prime minister and the assembly majority are of the same political persuasion as the president, then the latter also has a big say in the choice of ministers. In contrast, Socialist President François Mitterrand chose as premier Mr. Edouard Balladur out of the ranks of the conservatives who won the 1993 parliamentary elections, but left the choice of ministers largely to Mr. Balladur.

If an incoming president is faced with a hostile or untrustworthy parliamentary majority, he can try to get a new loyal majority elected on the "coattails" of his presidential victory by calling a snap parliamentary poll.

Mr. Mitterrand did this immediately after his 1981 and 1988 presidential victories. If Mr. Lionel Jospin, the Socialist candidate, were to win a long-shot victory on May 7, he would have to try the same tactic. The two Gaullist candidates - Mr. Balladur and Mr. Jacques Chirac - have pledged not to dissolve the assembly, as their centre-right parties already hold 480 of the 577 seats and could hardly do better.

Quentin Peel watches mayor of Paris cultivate the green vote

## Nimble Chirac avoids getting stuck in mud

If Mr Jacques Chirac wins the French presidency on May 7 he will owe it in no small part to his tireless capacity to cultivate the grassroots of the French electorate.

Of all the leading candidates, he is the only one who reveals in his contacts with the common people, working the village halls and factory canteens to listen to local grievances, and spread an impression of his care and concern.

Since November 4, when he announced his official candidacy, he has visited every one of France's 22 regions, and its four main overseas territories, almost literally working the land in little local meetings, spreading a gospel intended to appeal to the widest possible electorate: stability and reform, pride in France, and a social conscience, tough on immigration, but good on race relations.

Chirac has visited all 22 regions since November, and four overseas territories

He was at it again in Brittany this week, good conservative, Catholic country with a strong agricultural vote, a big defence lobby (at the naval port of Brest), and deep concern about the environment.

The problem is that it is also fertile ground for his arch-rival, Mr. Edouard Balladur, who is leading him in the polls there by 25 per cent to 24 per cent, according to the latest survey - against the national trend.

His staff had it all well planned: first a chance to demonstrate his social concern, at a factory employing the handicapped; then a meeting with farmers and fishermen on the gorse-strewn cliffs of north Brittany, at St Brieuc, and finally a massed rally of the faithful in Brest, with a vocal gathering of "students for Jacques Chirac" to follow their support at a battery of television cameras.

And yet it was not all plain sailing for the man who is making such a determined effort to please every audience.

It was Mr Chirac's first real attempt in his campaign to go for the green vote, overlooking the mud-flats of the bay of St Brieuc. For there lies the frontline in a confrontation between two constituencies he would

dearly love to win: the pig farmers and the fishermen.

Gathering mussels and scallops are big industries on the Brittany coast, to feed the fine restaurants in Paris where Mr Chirac is mayor. But these days they call the bay of St Brieuc the Bay of Pigs - because of all the slurry coming off the land and polluting the sea.

"The coquilles St Jacques are dying because of the green algae," said Mr. Emile Euzenat, a fisherman from St Brieuc. "When the fishermen pull in their nets, you cannot see the strands for the algae."

Mr. Michel Carteron is president of the mussel-gatherers in the bay. "The farmers have got to be aware that they are destroying our livelihood," he said. "The mussels filter an enormous amount of water, and they are very rapidly polluted."

Mr Chirac was masterly. He looked quite as concerned about mussels and other molluscs as he did about jobs for the handicapped. He muttered about global warming, the population crisis, and the pollution of the Mediterranean and the Côte d'Azur. But he studiously avoided taking sides against the pig farmers.

It was the same in Brest. He praised the Bretons for their conservatism, and he praised them for their adaptability. He praised nostalgia, and he praised reform. He promised money for defence, money for agriculture, and a Ministry of the Sea to promote everything from fisheries to tourism.

He stressed his commitment to preserving the common agricultural policy of the European Union, but he promised to reform the "archaic regulations" for which it is notorious. He praised the Maastricht treaty as "a small step in the right direction". But he condemned it for widening the gap between "the Europe of the technocrats, and that of its people."

Mr Chirac is a good old-fashioned politician of many promises. If he wins the presidency, he can always blame his prime minister for failing to deliver.

The Gaullist leader's followers are convinced that this will be third time lucky. "We have never been so close before, both to power, and the people," says one campaign organiser.

But on Wednesday night in Brest there was just one fly in the ointment. In the dying seconds of his European cup-tie match with AC Milan, Mr Chirac's team, Paris St Germain, was beaten. The mayor of Paris must hope this is not an ill omen for May 7.

## Policy parities put focus on image

By John Ridding in Paris

The contest to succeed President François Mitterrand has often resembled a game of snakes and ladders. Long shots have become favourites, while front-runners have slipped and fallen to the back of the field.

Mr. Edouard Balladur saw his overwhelming lead in opinion polls disappear in a matter of weeks. Mr. Jacques Chirac, his Gaullist rival, surged from obscurity to take the lead, while Mr. Lionel Jospin has established a respectable standing despite having been written off at his February election as Socialist candidate.

Now, although Mr Chirac retains a lead, there is convergence between the three candidates, and particularly between the two Gaullists. The result is likely to be a heated and volatile race to the finishing line.

The volatility in the election campaign is partly the result of a convergence of policies and platforms. Mr. Balladur may appear a more convincing pro-European than his rivals, while Mr. Jospin may be more sympathetic to calls for a reduced working week and pay rises. But the differences are often of degree.

The result is that the electorate can more easily switch from one candidate to another, particularly between the two Gaullists, without having to jettison entrenched values. The implications of that image become much more important, and that the standing of candidates is vulnerable to accidents.

On the first count, Mr Chirac has tried, with success, to project a populist image which transcends the traditional left-right division. Mr. Balladur has sought to respond, adopting a more dynamic style and spending more time on the stump.

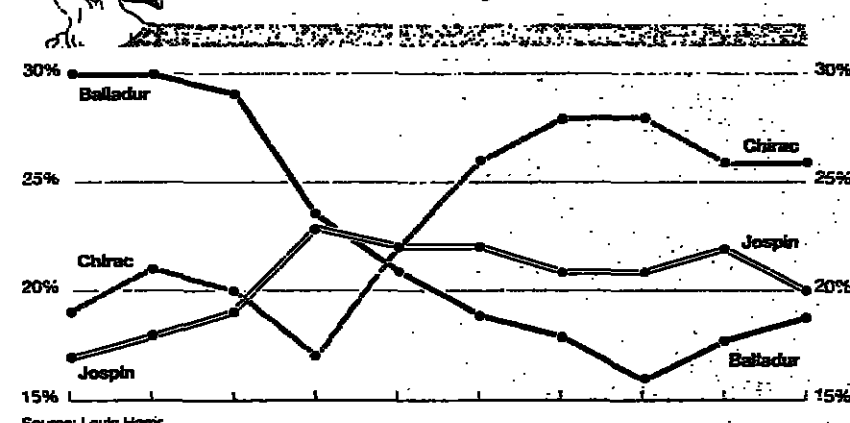
The latter has also demonstrated the significant threat of accidents. A wire-tapping controversy and a spy-row with the US were a factor in his plunge in the polls. He has now climbed several rungs on the ladder, raising the threat of an unprecedented second-round run-off between candidates from the same party.

The implications are potentially profound. The risk of a damaging wrench in the Gaullist movement - and the interests of their candidate - are prompting Chirac supporters to demand Mr. Balladur's withdrawal. "If there was a showdown there would be a real split," says Mr. Bernard Pons, the Gaullist chief whip. But Mr. Balladur, experienced in the swings of the campaign, and mindful that more than a third of the electorate remains undecided, does not appear to be listening.



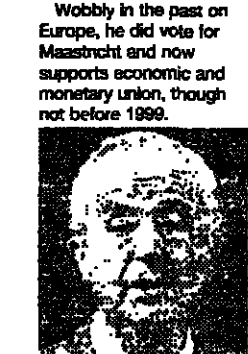
## The candidates and where they stand

Who the voters said they would vote for in the first round



Jacques Chirac is the current front-runner in a race which he has twice - in 1981 and 1988 - failed to win. The 66-year-old former prime minister has been seen as an opposition MP until becoming prime minister when the right won the 1993 legislative election.

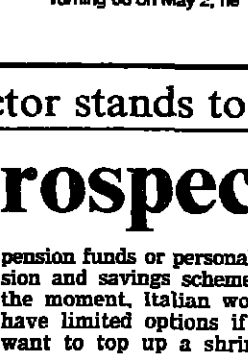
Is the second oldest candidate (behind Mr. Jean-Marie Le Pen) but with less government experience than his fellow Gaullist rival, Mr. Chirac. After a spell as adviser to President Pompidou, he was returned to politics in 1988 to become France's minister for two years. From 1988 he sat as an opposition MP until becoming prime minister when the right won the 1993 legislative election.



Jean-Marie Le Pen, leader of the extreme-right National Front, has provided a constant indicator of France's acute social problems in the fields of immigration and unemployment.

Encouraged by opinion polls which forecast he could win more than 12 per cent of the vote, the 66-year-old demagogue will not, however, make it to the second round run-off. But he could represent a crucial powerbroker: his longstanding, mutual hostility towards Mr. Chirac could be a vital consideration.

The main plank of Mr. Le Pen's platform is an attack on immigration, for which he blames most of France's social problems, from unemployment to homelessness. If elected, he pledges to repatriate 3m immigrants within seven years.



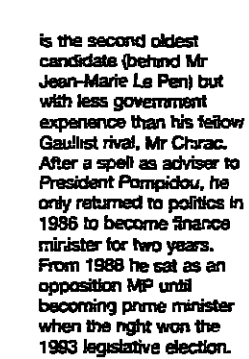
Lionel Jospin was handed an unenviable task when he was voted as the Socialist party's presidential candidate in February.

Devastated in the 1993 national assembly election by factors and snubbed by Mr. Jacques Chirac, the former president of the European Commission who turned down the candidacy, the party seemed destined for another crushing defeat.

But the austere former education minister has made steady progress in reversing Socialist fortunes. His honest image, at a time of scandal and corruption, and his straight-talking style, have helped buttress the party's support and heal internal divisions.

His manifesto, which includes a reduction in the working week from 38 hours to 37 hours within the next two years, a new tax on capital movements and investment income and an extension of France's freeze on nuclear weapons tests, reflects a belief in the continued significance of the left-right divide in French politics.

Mr. Jospin, a 57-year-old former teacher, places much emphasis on the need to upgrade the French educational system. He is also a supporter of European economic integration.



Philippe de Villiers, the aristocratic Eurosceptic to the right of the political spectrum, is one of the more unpredictable elements in the campaign. This is partly because of his short track record as a national political figure, and partly because he finds himself squeezed between Mr. Chirac and Mr. Le Pen. He can therefore win and lose votes on both wings of his support.

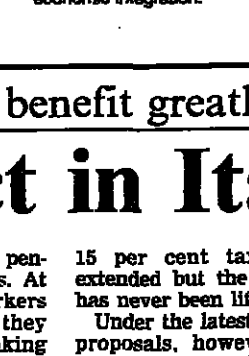
The 46-year-old viscount thrust himself on to the national stage last June when he won 12.3 per cent of the vote in the European parliament elections.

The platform for his new party, Movement for France, ranges from protectionist economic policies to tax cuts and a campaign against corruption. His principal message, however, is opposition to the process of European integration. A nationalist and strong supporter of sovereignty, Mr. de Villiers draws much of his support from older, conservative voters and from Gaullists who oppose the Maastricht treaty.



Robert Hue, 48, the Communist party candidate, is widely credited with humanising and improving the image of the extreme left, to the point where his rating in the opinion polls now puts him in fifth place with about 9 per cent of the vote.

He advocates rationalisation of companies privatised since 1988, new rules of credit favouring small and medium-sized companies, and a substantial increase in the minimum wage. He supports a large increase in the wealth tax, more public housing and greater spending on education, training, sport and culture. He also

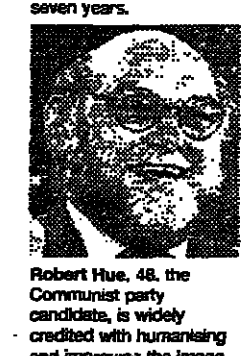


Arlette Laguiller, the leader of the Workers Struggle party, is one of the most colourful faces on the campaign trail. The 55-year-old employee of



Dominique Voynet, the 36-year-old head of the Green party, advocates greater emphasis on public transport, the abandonment of French nuclear power and a reduction in the length of the working week.

Her 'drawback' has been the bitter fighting within the Green movement. Her rivals in the Green party have refused to endorse her candidacy. She has been polling 1-2 per cent of the vote.

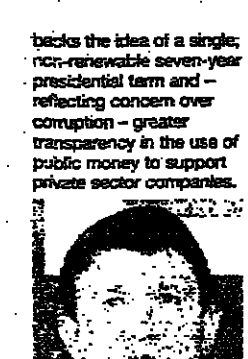


Jacques Chirac, a former secretary general of the now defunct European Workers party, is the complete unknown of the race, and there is still a possibility that France's constitutional council may question some of the endorsements he needs to qualify.

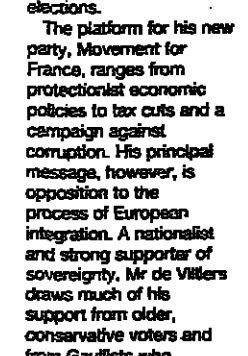
This 59-year-old ex-Finance Ministry official says he is an enlightened Socialist, a reference to Louis XIV's minister who practised massive state protection and subsidy for industry.



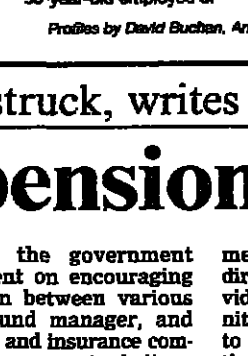
Probes by David Buchan, Andrew Jack and John Ridding in Paris



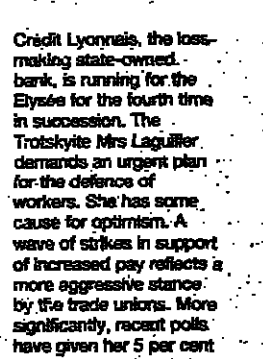
backed the idea of a single, non-renewable seven-year presidential term and the reflecting concern over corruption - greater transparency in the use of public money to support private sector companies.



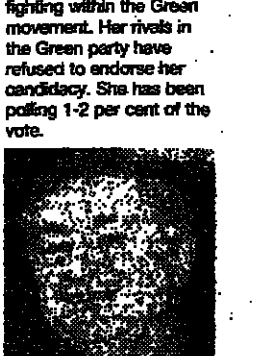
backed the idea of a single, non-renewable seven-year presidential term and the reflecting concern over corruption - greater transparency in the use of public money to support private sector companies.



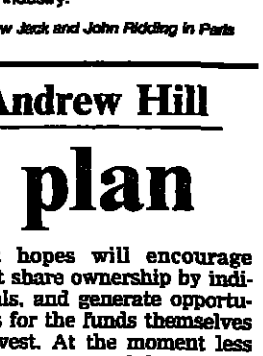
backed the idea of a single, non-renewable seven-year presidential term and the reflecting concern over corruption - greater transparency in the use of public money to support private sector companies.



backed the idea of a single, non-renewable seven-year presidential term and the reflecting concern over corruption - greater transparency in the use of public money to support private sector companies.



backed the idea of a single, non-renewable seven-year presidential term and the reflecting concern over corruption - greater transparency in the use of public money to support private sector companies.



backed the idea of a single, non-renewable seven-year presidential term and the reflecting concern over corruption - greater transparency in the use of public money to support private sector companies.

## Poland presses case for EU entry

By Lionel Barber in Brussels

Poland stepped up its campaign for early membership of the European Union with a request for a seat at the 1996 inter-governmental conference on the future of the EU.

Mr. Jozef Oleksy, the new Polish prime minister, yesterday presented the demand during a meeting with Mr. Jacques Santer, president of the European Commission, who offered a lukewarm response.

Poland's attempt to win at least observer status at the 1996 conference marks a bold, though possibly futile gambit to ensure that the IGC becomes a conference on eastern enlargement.

The move reflects concern among the new democracies in central and eastern Europe that their accession negotiations risk being delayed by internal EU wrangling which could push the end of the conference well into 1997.

The IGC remit is more narrowly focused on a review of the operation of the Maastricht treaty. But it may also consider how to organise a Union of up to 26 members, including streamlining the Commission, extending the fledgling EU defence and foreign policy,

## Warsaw calls for changes in CAP

Poland warned yesterday it could not join the European Union without significant reform of the common agricultural policy, writes James Harding in Warsaw. The call by Mr. Jozef Oleksy, state secretary for agriculture, adds to pressure from within the Union for a comprehensive review of farm policy at next year's inter-governmental conference.

His comments followed a speech by Mr. Roman Jagiello, Poland's farm minister, criticising the impact of EU policy on Polish farming. Closer ties with Europe had had the opposite effect to the intentions expressed in Poland's association treaty with Europe, he said.

Subsidised EU imports had been heavily responsible for a decline of more than 25 per cent in Polish agricultural output since 1990.

and, most likely, changing the voting weights of large and small states.

Already, Brussels insiders are betting that divisions within the UK Conservative party over European integration are so deep that there can be no agreement until after the British general election, due by April 1997. However, one senior EU diplomat predicted that the IGC would be "long, slow, and small".

Throughout his two-day trip to Brussels, which also included a visit to Nato to press the case for early membership of the alliance, Mr. Oleksy conveyed the impression of a man in a hurry.

In talks with Mr. Santer, his shopping list included requests for better market access for Polish agricultural products, curbs on EU anti-dumping, and an invitation to the EU summit in Cannes in June.

Mr. Santer listened politely, but pointed out that the invitation to Cannes was a matter for the French presidency of the EU. Participation in the 1996 IGC was a matter for the Union's 15 members. "We don't think it is very likely," said an aide.

Mr. Oleksy said Poland had long been ready to join the EU, adding that the horse on the 1999-2001 for membership had come up in his conversation with Mr. Santer.

But the Commission is refusing to commit to a firm timetable. Instead, it is reversing the burden of proof through an upcoming White Paper which will set out an exhaustive list of legislative and technical steps for the aspirant countries to adapt their economies to the single market.

The White Paper covers all six associate EU members: Poland, Hungary, the Czech Republic, Slovakia, Bulgaria and Romania. The three Baltic states and Slovenia will shortly become associate members and qualify for similar treatment. A similar White Paper on the question of agriculture is due to come out later this year.

Mr. Oleksy said Poland was committed to early Nato membership and joining the EU could not be a substitute. He acknowledged, however, that there was a risk of western countries backsliding on their commitment to Nato membership as they weighed the financial costs and the political risks of extending military guarantees beyond the present alliance membership.

The country's financial services sector stands to benefit greatly if a deal is struck, writes Andrew Hill

## More funds in prospect in Italian pension plan

Italian banks and insurance companies are hoping that Italy's agonising progress towards pensions reform will produce at least one concrete result in the coming months: a surge in the number of Italian pension funds.

Such funds are viewed as the white knight of the Italian financial system, riding to the rescue of an overloaded state pensions scheme and a stock market which lacks neutral institutional investors. An increase in demand for pension funds would also provide a rich seam of business for Italy's financial services sector - and for foreign competitors eager to exploit an underdeveloped market.

The optimists may still have to wait for deliverance. After raising hopes of an early compromise, the government indicated this week that a deal

would not be done before the April 23 regional elections. If a deal is struck, it could well include measures to encourage establishment of pension funds by promoting a choice of products and fund managers and eliminating fiscal handicaps.

At the moment, the state system operates on a pay-as-you-go basis. Workers pay contributions into the INPS pensions institute, which pays out to pensioners. But the INPS is under strain because of the relative growth in the number of retired people compared with workers, and the excessive generosity of the system (those with 40 years of payments, for example, can retire on a pension worth 80 per cent of their salary, the highest level in western Europe).

One obvious solution would be to encourage the growth of alternatives, such as company

pension funds or personal pension and savings schemes. At the moment, Italian workers have limited options if they want to top up a shrinking state pension. Certain large companies, such as the Montedison industrial group, already operate their own schemes, as do some professional associations, but total funds amount to less than 2 per cent of the assets of US pension funds, for example.

In addition, all workers pay a certain percentage of their salary into special tax-exempt company funds - known by the acronym, TFR - which pay out lump sums to workers when they leave the company. Attempts to reform the system in 1993 backfired because of threats that heavy taxes would be levied on pension fund payments. Since then the "temporary" suspension of the

15 per cent tax has been extended but the threat itself has never been lifted.

Under the latest government proposals, however, the tax would finally be abolished, and companies would be encouraged to use part of the TFR contributions to set up genuine pension funds.

The government has also proposed opening the market for management of such funds to banks and securities houses. This sparked an immediate reaction from insurance companies, which had long claimed the territory as their own and insurers are strong, so there is more reason for co-operation than for cut-throat competition.

The same banker believes a strong Italian fund management industry could develop within the next five years, in tandem with a privatisation programme which the govern-

ment hopes will encourage direct share ownership by individuals, and generate opportunities for the funds themselves to invest. At the moment less than 10 per cent of the average Italian household's financial assets are entrusted to institutional investors.

Talking to the Italian parliament's privatisation committee earlier this week, Mr. Lamberto Dini, the prime minister, described pension funds as "a one-off opportunity" to accelerate the growth of Italy's financial markets.

His confidence may be premature, given that the survival of the government is itself delicately balanced on the issue of pensions reform. But, with the latest proposals, Mr. Dini has at least widened the number of potential fund managers who have an interest in seeing the project survive.

THE FINANCIAL TIMES  
Published by The Financial Times (Europe) GmbH, Mittelweg 36, 10115 Frankfurt am Main, Germany. Telephone: +49 (0) 69 590 500. Fax: +49 (0) 590 4341. Telex: 410193. Registered in Frankfurt by J. Walter Brand, Wilhelmstr. 1, 10117 Berlin. Editor: Richard Lambert, 20 The Financial Times Limited, Number One Southwark Bridge, London SE1 9HL, GERMANY.  
Responsible for Advertising: Colin A. Kennard, Director, DVM Druck-Vertrieb und Marketing GmbH, Adm.-Rosenfeld-Strasse 26, 42579 Neudorf, Germany. Telephone: +49 (0) 201 4297-0629. Fax: +49 (0) 201 4297-0629. Publisher: Richard Lambert, 20 The Financial Times Limited, Number One Southwark Bridge, London SE1 9HL, GERMANY.  
Responsible for Circulation: D. Good, 168 Rue de Rivoli, F-75004 Paris Cedex 01. Telephone: (01) 4297-0621. Fax: (01) 4297-0629. Printer: S.A. Nord Editeur, 1521 Rue de Caire, F-91010 Rouvray Cedex 1. Editor: Richard Lambert, ISSN 1148-2755. Commission Paritaire No 67882D.  
SWEDEN: Responsible Publisher: Hans Carlgren, 468 6198 6088. Printer: AB Kvalitetstryck, Eriksberg, PO Box 6007, S-550 06, Jönköping.  
© The Financial Times Limited 1995. Editor: Richard Lambert, 20 The Financial Times Limited, Number One Southwark Bridge, London SE1 9HL.



EUROPEAN NEWS DIGEST

## Plastics cartel fines annulled

The European Court yesterday annulled Ecu33.15m (£27.4m) in fines against 10 members of a plastics cartel on the grounds of European Commission incompetence. The European Court of First Instance ruled that changes in the wording of a Commission decision, after it had been announced, had "breached the principle of inalterability of measures". It described as well-founded the pleas put forward by chemical companies, which alleged a lack of competence and procedural irregularities in imposing the fines.

The ruling was the second to annul fines on cartels for procedural reasons. In June last year the European Court of Justice dismissed fines against 14 members of a PVC cartel because of discrepancies between the English, German and French texts of the Commission's decision. On that occasion the Commission reimposed the fines using the correct procedure. A Commission spokesman said yesterday it had not yet decided whether to do the same for the fines against the low density polyethylene producers. But the chemical companies will again gain about Ecu15m in interest that has accrued on the fines since they were imposed in 1988. *Jenny Luesby, London*

## Berlin restitution ruling

A German court yesterday ruled that a Jewish family that had been denied the right to regain its property in the heart of Berlin could claim full restitution or compensation. The decision, made against the German government, is likely to set a precedent for the thousands of former property owners who are seeking similar rights in an area along the former wall in east Berlin. It could also hold up a huge investment project close to Checkpoint Charlie, since the heirs of the former Jewish owner are claiming full restitution. All property along the wall which divided the city had been placed under the German state after reunification in 1990 on the grounds that it had belonged to the east German defence ministry. No restitution or compensation was allowed, although there was an exception made for former Jewish owners. However, the German government had not given some property back to former Jewish owners on the grounds that the property had allegedly not been confiscated by the Nazi regime for reasons of race. The court yesterday rejected these arguments. *Judy Dempsey, Berlin*

## Turkish diplomats 'in N Iraq'



Mr Hikmet Cetin, Turkey's deputy prime minister, said yesterday that Turkish diplomats were in northern Iraq trying to broker an agreement between the two main Iraqi Kurdish leaders. He said the Turkish troops in the area would leave "within weeks" but declined to give a specific date. After meeting Mr Douglas Hurd, UK foreign secretary, in London, Mr Cetin said the Turkish army had made their incursion last month because Kurdish separatists from Turkey had set up bases in an area

vacated by Iraqi Kurdish forces when their leader, Mr Masoud Barzani, sent them south to confront those of his rival, Mr Jalal Talabani. Mr Cetin denied that Turkey had justified its operation as one of "hot pursuit". It was necessary, he said, because there was no Iraqi government capable of enforcing order on the Iraqi-Turkish frontier. Turkey was urging Iraq to comply with all UN resolutions, including No 688, which calls for dialogue and an end to repression of the Kurds so that sanctions could be lifted and normal conditions restored throughout the country. *Edward Mortimer, London*

## Malta joins Nato peace pact

The Maltese parliament voted to join the Partnership for Peace initiative yesterday, at the end of a three-day debate in which the opposition Labour party warned that the country's neutrality could be at risk. Dr Eddie Fenech Adami, Maltese premier, tabled the motion to join following a Nato invitation. The PFP pact envisages co-operation between signatories and Nato, including military exercises.

One of the most vocal critics of the move was the island's former socialist premier, Mr Dom Mintoff, now an opposition backbencher, who revealed that Libya and North Korea had secretly pledged to come to the island's military assistance in 1979 in the event that Britain refused to dismantle its military installations on Malta. *Godfrey Grima, Valletta*

## ECONOMIC WATCH

### More W Germans jobless



West German unemployment increased in March on a seasonally adjusted basis to 2.53m people from 2.52m in February, keeping the jobless rate at 8.2 per cent. Economists had expected a decline but saw a rise in job vacancies as encouraging. Total German unemployment was down to 3.67m people (9.6 per cent) from 3.83m (10 per cent) in February, largely due to seasonal factors. The Federal Labour Office said east German unemployment was 1.06m (14.2 per cent) in March, down from 1.11m (14.6 per cent) the previous month.

Mr Bernhard Jagoda, head of the Labour Office, said the reduction in employment experienced over three years in west Germany had probably ended. The unadjusted jobless rate for west Germany was 8.5 per cent against 8.8 per cent in February. Mr Julian Jessop, economist at HSBC Markets, said the higher west German adjusted figure, taken with weakening business confidence, "suggests the tax increases and the former D-Mark are taking the edge off the recovery". *Andrew Fisher, Frankfurt*

Average European Union unemployment was a preliminary 11 per cent in February, unchanged from the same month a year earlier, Eurostat said. Danish unemployment fell slightly to 10.6 per cent of the workforce in the month compared with 10.7 per cent in January, according to seasonally adjusted figures released by Danmarks Statistik.

Greek consumer price inflation slowed to 10.3 per cent year-on-year in March from 10.4 per cent in February. March's CPI rose 2.9 per cent month-on-month.

## FT/LES ECHOS

The FT can help you reach additional business readers in France. Our link with the French business newspaper, Les Echos, gives you a unique recruitment advertising opportunity to capitalise on the FT's European readership and to further target the French business world. For information on rates and further details please telephone:

Stephanie Cox-Freeman on +44 0171 873 3694

# Wary deputies approve Ukraine budget

IMF uncertain whether requirements for loan have been met

Ukraine's parliament yesterday gave final, grudging, approval to the government's 1995 budget, in a move intended to open the door to a \$1.8bn (£1.1bn) International Monetary Fund stand-by loan agreed last month, writes Matthew Kaminski in Kiev.

However, the IMF was uncertain last night whether the budget met the requirement to hold the deficit to 7.3 per cent of gross domestic product. IMF approval of the loan deal was delayed until the parliament acted.

Doubts stem from the deputies' rejection of a stabilisation tax. Without this the government must find an extra 160,000bn karbovanets (about £758m) in expenditure cuts, which represents about 3.5 per cent of Ukraine's GDP.

The government had reportedly located 50,000bn karbovanets in cuts last night and is searching for another 110,000bn karbovanets outside social spending.

Most deputies yesterday attacked the budget for cutting social protection and agricultural subsidies, before approving the document by 238 to 53. The wide margin did not reflect support for the government's IMF-sanctioned austerity programme as much as behind-the-scenes political deals.

At the session's start Mr Oleksander Moroz, the Socialist chairman of the parliament

and the president's occasional political adversary, read a statement from President Leonid Kuchma. "Either we achieve consensus and create conditions for reform or our economy will again fall victim to hyperinflation," the president's statement said.

After calling the budget "below any criticism", Mr Moroz urged passage to win IMF and other western aid. Deputies, as in key votes in the

past, heeded his advice. Earlier this week they showed their true feelings by voting to oust the cabinet in protest against reform measures.

Parliament also reserved the right to open the budget quarterly. The IMF stand-by loan will also be released quarterly, to monitor spending.

The budget envisages a 7.3 per cent fiscal deficit (about \$2.4b), which includes external debt servicing. More than half

the deficit will be financed by printing money.

The IMF deal is needed to help cover a \$5.5bn balance of payments gap created mostly by mounting bills for energy imports. Any further delay in approving the budget might have forced the IMF to scrap the current deal and renegotiate.

The IMF hopes Ukraine will achieve partial stabilisation this year by bringing inflation down from a relatively low 11.4 per cent in March to 1 per cent a month by the end of the year.

# MEPs see red over threat to EU wine lake

By Emma Tucker in Strasbourg

Europe's MEPs, with a poor reputation for attendance at the Strasbourg parliament on Thursdays, were yesterday "about 100 over quota" in the words of one official for a vote on an emotional subject: wine.

The gathered representatives were there to support amendments to tone down proposals from the European Commission aimed at cutting the European Union's wine lake.

Never mind that the EU's surplus is now running at about 35m hectolitres, or nearly a fifth of total production; never mind that increasing quantities of low-quality wines are being produced in southern Europe for the sole purpose of collecting EU subsidies;

never mind that consumption is falling. The message to the Commission was meddlesome with our life-blood at your peril.

"I would like to remind you in the words of Baudelaire that if wine disappeared from human production, it would leave an abyss in human health and intelligence," said Ms Astrid Lulling, the Luxembourg Christian Democrat MEP.

The Commission has tentatively suggested that Europe's wine-makers should be offered a range of financial incentives not only to "grub-up", or permanently abandon wine production, but to increase the quality of wine. Without reform, says the Commission, the EU would spend Ecu1.5bn (£1.2bn) in 1995-96, more

than half of it on distilling surplus wine for sale as car fuel to the US.

It did not wash with the parliamentarians, who voted for a more gradual approach to balancing the wine market and in favour of alternatives to grubbing up vineyards - such as assistance for better marketing.

But the MEPs were not without their own differences. As Mr Giulio Fantuzzi, leading the debate on behalf of the parliament, said: "It is difficult for Europe of a thousand wines, let alone cultures and traditions, to speak the same language."

So it was that a proposal to improve wine quality by limiting the amount of sugar that can be added for alcohol enrichment pitted north against south. "You cannot balance the mar-

ket by practically outlawing the wine-makers of the north," said Mr Werner Langer, a German Christian Democrat, who reminded his Italian and Spanish colleagues that sugar enrichment was integral to the traditions of wine-making in France, Germany, Luxembourg and Austria.

The appeals from the north were heeded. MEPs voted to modify Commission targets for sugar enrichment - good news not only for the powerful Moselle producers of Germany and Luxembourg but also for Britain's fledgling wine industry, which had rather a good day.

By waving a bottle of the UK's finest "cru" in front of his colleagues, and reminding them that it was produced in a vineyard only twice the

size of the chamber, Mr David Hallam, Labour MEP, won support for an amendment that exempts countries producing less than 50,000 hectolitres a year - an amendment which, if accepted by the Commission, leaves room for UK production to move or less double before it must comply.

The Commission, under EU law, can ignore parliament's proposals if it chooses. But with the passions of Europe's democratic representatives so aroused, it would surely be treading a dangerous path to do so.

"In vino veritas," said the Romans, and they were right," concluded Mr Fantuzzi. "To your good health Monsieur le President and to yours Monsieur le Commissaire, and to yours, chers collègues."

BRITISH AIRWAYS £330

British Midland £269

LUFTHANSA £330

LOWEST BUSINESS CLASS RETURN HEATHROW TO FRANKFURT.

# Are you being taken for a ride?

You are if you're still paying other airlines' Business Class fares.

Because while other airlines continue to offer one standard Business Class fare, British Midland offers a choice of three, geared to your travel needs.

And while other airlines make the occasional selective price cut, British Midland's fares are consistently good value across every single European route.

For example you can save £61 by flying British Midland to Frankfurt compared to other airlines' Business Class fares.

Yet flying British Midland Business Class means uncompromising standards of service in a separate cabin, exclusive check-in facilities and priority disembarkation, as well as access to our luxurious airside Diamond EuroClass lounge at Heathrow.

In short, when it comes to quality, service and value British Midland is second to none.

For more details call 0345 534554 or contact your local travel agent.

**British Midland**  
SECOND TO NONE



	FARE SAVINGS v FULL BUSINESS FARE						
Heathrow to:	Amsterdam	Brussels	Paris	Frankfurt	Dublin	Nice	Palma
Executive Return:	£60	£65	£74	£42	£44	£157	£98
3 Day Executive Return:	£65	£75	£89	£73	£80	£167	£134
Eurobudget Return:	£75	£85	£119	£103	£89	£179	£184

Compared to other airlines' full Business Class return fares. Prices correct at time of going to press.

## NEWS: WORLD TRADE

## Earthmovers ride a rough currency road

By Andrew Baxter

Thousands of visitors from countries with weak currencies this week imbibed the atmosphere at the triennial Bauma construction equipment show in Munich aware that the D-Mark was making a bigger than usual hole in their pocket.

The construction equipment producers exhibiting at the show are also trying to ride through currency fluctuations without falling out of their cabs. "We're equipment suppliers, not currency traders," said one producer.

The losers to the currency changes, exporters from strong currency countries such as Japan and Germany, are redoubting efforts. Weak currency countries - the US, UK, Sweden and Italy - are making extra money while they can.

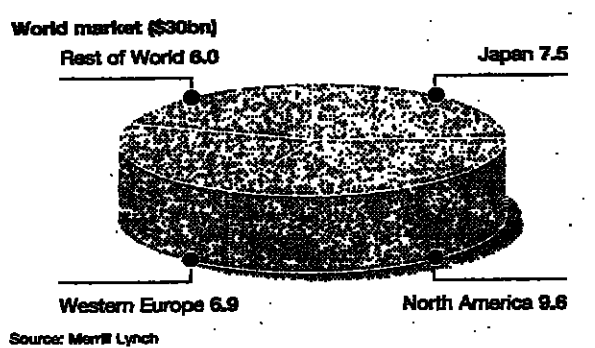
Since 1985, the strength of the yen has been a huge prob-

lem for Japanese producers, prompting them to set up manufacturing plants in Europe, the US and the Far East or to co-operate with producers in weak currency areas.

This week, Manchester-based Ferrec announced it would make mini-excavators for most of the world's markets under licence from Japan's Kobe Steel. "Right from the start, we are going for 90 per cent-plus European components," said Mr Richard Robson, Ferrec's managing director. "It's the strength of the yen that has done that."

Komatsu, the largest Japanese producer, has made the biggest effort to internationalise production. But it still needs to accelerate output and broaden the product range from plants in the UK, US, Brazil and even Germany, said Mr Kazuhiro Aoyagi, president of Komatsu Europe International.

## Construction and earthmoving equipment



"With the yen at about 85 to the dollar, 60 to the D-Mark and 140 against the pound, our Japanese-produced machines have lost price competitiveness in world markets," he said.

German exporters are also feeling the pinch. ABG, the road-building machinery com-

pany owned by Ingersoll-Rand of the US, has lost some overseas business to its Italian rival Bitelli, said Mr Peter Schlesinger, managing director. "But basically we are not too badly off as most of our other competitors are German too." ABG exports mainly to

Asia, the Middle East and Europe, but Mr Schlesinger said a stronger dollar - perhaps at DM1.50 to DM1.60 against the recent low of about DM1.34 - would be the key to improving its export competitiveness. "I can't believe the dollar will stay where it is," he said. "It is undervalued."

The winners are benefiting in a number of ways. Ferrec's skid-steer loaders are doing very well in Germany, an important market for these small, multi-purpose machines, said Mr Robson.

New markets in Asia are being created for the backhoe loader, the classic UK machine pioneered by JCB (James Clark & Co) and also produced by Ferrec. For some applications, said Mr Robson, they are an alternative to Japanese-produced excavators.

But even the winners can be losers in some markets. The

weak dollar makes it harder to sell UK-built backhoe loaders in the US. "It's not a disaster at \$1.60 to the pound but \$1.45 to \$1.50 would be better," said Mr Robson.

Most winners acknowledge the help they have received from currency changes. At Volvo Construction Equipment (formerly VME), plant closures and retrenchment have concentrated two-thirds of its production capacity in Sweden.

"We are profitable now, but we would be fooling ourselves if we did not acknowledge that it is partly because of the weak Swedish krona," said Mr Turve Johansson, chief executive. Increasingly, producers are buying components in weak currency countries, notably Italy, to offset the difficulties of selling machines there. This partly insulates the industry from big currency swings, whether negative or positive.

## Raising the forecasts above mere guesswork

Bank studies bring rigour to gauging consequences of the Uruguay Round, writes Guy de Jonquière

Gauging the economic consequences of the Uruguay Round, and which countries, regions and industries stand to benefit most, has been a favourite pastime among trade experts since negotiations were completed almost 18 months ago.

Scenarios have ranged from upbeat forecasts that everyone will win, to warnings that the impact will be uneven and will lead to few, if any, gains for the world's poorest countries.

All such estimates involve some guesswork. However, the World Bank has recently injected rigour into the exercise by publishing the first set of studies based on a detailed analysis of the 26,000 pages of formal commitments governments gave in the round.

The studies conclude that the importance of some of the round's supposed achievements has been overrated, but that other provisions will yield more positive results than many observers expected.

The bank's deepest scepticism is directed at agricultural trade. Professor Alan Winters, head of its international trade division, said the studies revealed "a strong divergence between the rhetoric of the Uruguay Round and what actually happened".

Though the round has subjected agriculture to multilateral trade rules for the first time, the bank says it will do little to open markets. That is because governments limited their obligations to liberalise by engaging in a form of legalised cheating.

They agreed to convert all non-tariff barriers into tariffs, which have been "bound" at levels which cannot be increased and are to be lowered over several years. However, the scheme starts from a base period, 1986-1988, when worldwide farm trade protection was generally high - in some cases two or three times greater than the average between 1979 and 1983.

Governments won further leeway by setting tariff ceilings which often provided for greater protection than the barriers they replaced. The difference is almost 70 per cent for EU wheat imports - and more than 1,000 per cent for US meat imports.

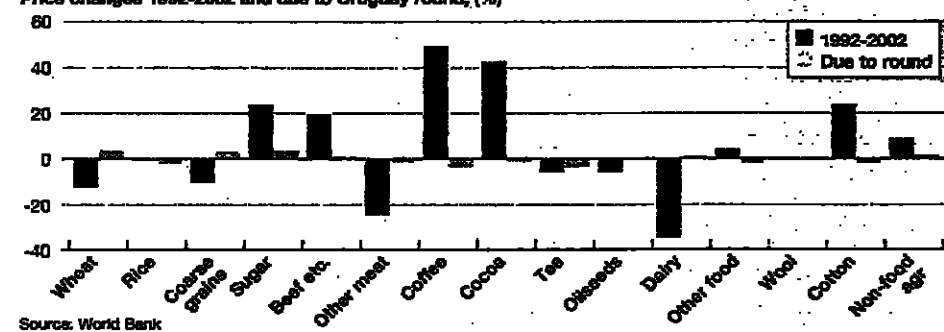
Japan was one of the few countries to set most tariff ceilings lower than existing barriers. But these were already so big that Japanese protection will remain high even after liberalisation takes effect.

Although governments may cut tariffs faster than required by the Uruguay Round, the formal liberalisation schedule will leave the maximum permitted levels of protection on numerous products in many countries higher in the year 2000 than in 1986-88.

The impact of the deal was further blunted by government failure to cut deeply export subsidies for leading commodities. Nonetheless, the bank says, the round made pro-

## Prices versus tariff reductions

Price changes 1992-2002 and due to Uruguay round, (%)



tection more transparent and should help stabilise world prices - even if it does not change them much.

That should reassure developing countries, many of which are worried the Uruguay Round will drive up world food prices and hurt their farmers. Prof Winters said that outcome was unlikely.

The World Bank also challenges recent claims that developing countries will benefit less from the round than industrialised ones. It concludes that although gains by the former will be smaller in total, they will represent a larger proportion of their national income.

Developing countries would have done even better if they had agreed to open their markets more widely, because the

more tariffs were cut, the bigger the boost to national income. "If you didn't agree to liberalise your market, you won't get much out of the Uruguay Round," Prof Winters said.

The Bank says many of the benefits to industrialised countries will come from dismantling the Multi-Fibre Arrangement (MFA), which has long sheltered their markets from textiles and clothing imports. By 2005, the gains to the US and EU should total almost \$80bn.

Some observers doubt whether industrialised countries will ultimately remove all MFA barriers, but Prof Winters was confident the plan would open up markets because it obliged countries steadily to increase the size

of quotas left in place.

However, he was more cautious about prospects for liberalisation of trade in services. Though the round agreed a broad framework and some basic rules, agreements in important sectors such as financial services and telecommunications have yet to be negotiated.

Prof Winters said the talks were hindered by the negotiating approach, which allowed countries to designate the services they were prepared to open to international competition, rather than those they wanted to protect.

Studies obtainable from Mrs Nellie Artis, Room R2-0152, The World Bank, 1818 H Street N.W., Washington DC 20433. Fax: (202) 676 1341.

## Fujitsu links up with Samsung

By Michio Nakamoto in Tokyo

Fujitsu, the Japanese electronics group, and Samsung of South Korea have concluded a cross-licensing agreement to share technology for liquid crystal displays.

The deal between a Japanese electronics maker and a rival South Korean manufacturer highlights the growing competition in the nearly ¥1,000bn (\$11.63bn) LCD market and the increasing presence of South Korean companies in the high-technology sector. LCD panels are used widely in portable electronic products such as personal computer notebooks, car navigation systems and video games.

Under the agreement Fujitsu will provide Samsung with its wide angle viewing technology, which overcomes the problem of clearly viewing LCD screens from a relatively restricted angle.

Samsung will provide Fujitsu with high aperture ratio efficiency coating technology, which enables the LCD panel to remain bright even at low power consumption.

The agreement comes as LCD manufacturers have been increasing investments in production facilities to meet forecast demand.

The LCD market, which has been expanding strongly for several years, is expected to grow from ¥945.5bn in fiscal 1994 to ¥1,150bn this year and ¥2,200bn by 2000, according to Kleinwort Benson, the securities company.

Japanese companies dominate the market. Sharp is the world's largest producer. In line with expected growth in the LCD market, the Japanese have been investing aggressively to increase production capacity. Sharp is building the world's largest LCD facility in Japan, while NEC, Toshiba, Matsushita and Hitachi are all expanding domestic production.

South Korean companies are also moving aggressively into LCD production which has similarities with semiconductor production, an area where the country's electronics companies have begun to compete strongly with the Japanese. Samsung has recently set up a high-volume LCD manufacturing facility in South Korea.

Fujitsu, a latecomer to the LCD market, aims to improve its competitive position through its links with Samsung. It began producing LCD panels in Japan last March and the 15,000 10-inch panels it makes have been used in-house. The company is planning to increase output to 100,000 11-inch panels per month next year and to start marketing the panels on a commercial basis.

Fujitsu and ICL are launching products under a joint brand name to try to capture 10 per cent of the south-east Asian personal computer market in the next three years, company officials said. Fujitsu owns 84.4 per cent of ICL. This year the companies aim to sell 500,000 units worldwide.

## Menem urged to veto patent law

By David Pilling in Buenos Aires

President Carlos Menem is facing increasing pressure from Washington to veto patent legislation recently passed by Argentina's Congress.

The US, which has made veiled threats to consider imposing trade restrictions on Argentina if the president approves the bill, maintains that the legislation violates General Agreement on Tariffs and Trade rules relating to pharmaceutical patents. Mr Mickey Kantor, the US trade representative, earlier this week described the proposed

legislation as "unacceptable".

Washington, which estimates that US pharmaceuticals companies lose \$500m a year because of lax Argentine patent law, is particularly concerned at a stipulation that patented pharmaceuticals be produced in Argentina, rather than allowing companies to import products from elsewhere.

The US also says the legislation offers scant protection for pharmaceuticals developed through micro-organism research, and allows the government too much leeway to grant special production licences to local companies without reaching prior agree-

## WORLD TRADE NEWS DIGEST

## Doubts at Boeing on superjumbo

Boeing of the US has added to the scepticism surrounding prospects for a new generation of passenger jets carrying more than 600 people. Mr Larry Clarkson, senior vice president, said: "There's a demand for a very large commercial transport, but not sufficient in the near term to launch such a programme. In my personal opinion, I doubt this project will be launched in the next two years, given the amount of money that would have to be invested."

The company's statement follows warnings from Mr Jean Pierson, managing director of Airbus, the European consortium, that the market for a new large jet is too small to make its launch feasible. Mr Pierson said that only British Airways and Singapore Airlines had expressed an interest in the aircraft. Airbus and Boeing are carrying out a joint study on the feasibility of such an aircraft. They are due to report their findings in June. Michael Stapinier, Aerospace Correspondent

## Afghan smuggling talks fail

Pakistan and Afghanistan have failed in a week of talks to reach agreement on curbing the flow of smuggled goods from Afghanistan into Pakistan. The talks - to renegotiate a 1993 bilateral transit trade agreement due to expire in September - ended without resolution.

Pakistani officials said many Afghan traders abuse the existing transit agreement, which allows them to bring goods into Pakistan duty-free provided they are then transported to Afghanistan. Millions of dollars worth of goods either never enter Afghanistan or are smuggled back into Pakistan.

Economists estimated that transit trade accounts for 50-60 per cent of all smuggling into Pakistan. Imports ostensibly destined for Afghanistan rose to Rs11bn (\$360m) between July and December 1994 from Rs5.3bn in the same period the previous year. In the last half of 1994, traders imported 38,000 refrigerators, ostensibly for Afghanistan, up from 5,000 in the same 1993 period.

Pakistan has seized a large number of items in the port of Karachi, saying the imports did not match the requirements of the war-battered country, where there is no electricity. Farhan Bokhari and Reuters, Islamabad

## Canadian finance initiative

Canada's Export Development Corporation is moving into equity partnerships with exporters and lenders, extending its traditional loan guarantees and export insurance. It is forming CRJ Capital as a joint venture with Bombardier, the aerospace and transit equipment group, to support sales of the 50-passenger Canadair Regional Jet.

CRJ is a model for several specialised financing joint ventures. It will buy up to 30 per cent of each new Regional Jet, whether marketed in Canada or abroad, and then syndicate the remainder to private sector lenders and lease the aircraft to airlines. This will make financing for such exports more competitive. Smaller regional airlines, potential customers for the Regional Jet, will obtain financing at lower rates and the EDC will reduce its risk. Robert Gibbons, Montreal

Nuovo Pignone, the Italian mechanical engineering group now controlled by General Electric of the US, has won a contract from Phillips Petroleum for the supply of four gas turbine compressors for the Ekofisk oil platform in the North Sea. Nuovo Pignone said it had won contracts worth more than £120bn (\$70.7m) from North Sea operators, including Norsk Hydro and Statoil of Norway, in the last 10 months. Nuovo Pignone, which specialises in plant for the oil, gas and petrochemical industries, used to be controlled by Eni, the Italian state energy and chemicals group, which still holds a residual 19 per cent stake. GE now owns 81 per cent of the company having bought a majority stake in 1993 in the first phase of Italy's ambitious privatisation programme. Andrew Hill, Milan

Borealis, the petrochemicals joint venture between Norway's Statoil, Finland's Neste and the government of Oman, is planning participation in a \$700m project for construction of an ethylene cracker in Oman. The cracker will have output capacity of 280,000 tonnes a year. The project also includes construction of two polyethylene plants. Hilary Barnes, Copenhagen

Poland's largest tractor producer, Zaklady Mechaniczne Ursus, hopes to double production to 28,000 tractors in 1995 and plans to export nearly 70 per cent of them. Reuters, Warsaw

BTR Nylux, the Australian arm of UK conglomerate BTR, plans to spend A\$17.4m (\$12.7m) to enter a joint venture in a mould factory complex in Tianjin province, China. BTR will take up a 70 per cent stake in the venture from the other partner, the Tianjin First Bureau of Light Industry. The factory, in Tianjin city, makes moulds used for manufacturing glass containers. Reuters, Melbourne

CAE, a leading Canadian-based international electronics group, will supply two full-flight simulators to PT Garuda Indonesia. One simulator is for MD-11 aircraft and the other for the Boeing 737-400, plus two visual systems, for delivery early in 1996. Robert Gibbons, Montreal

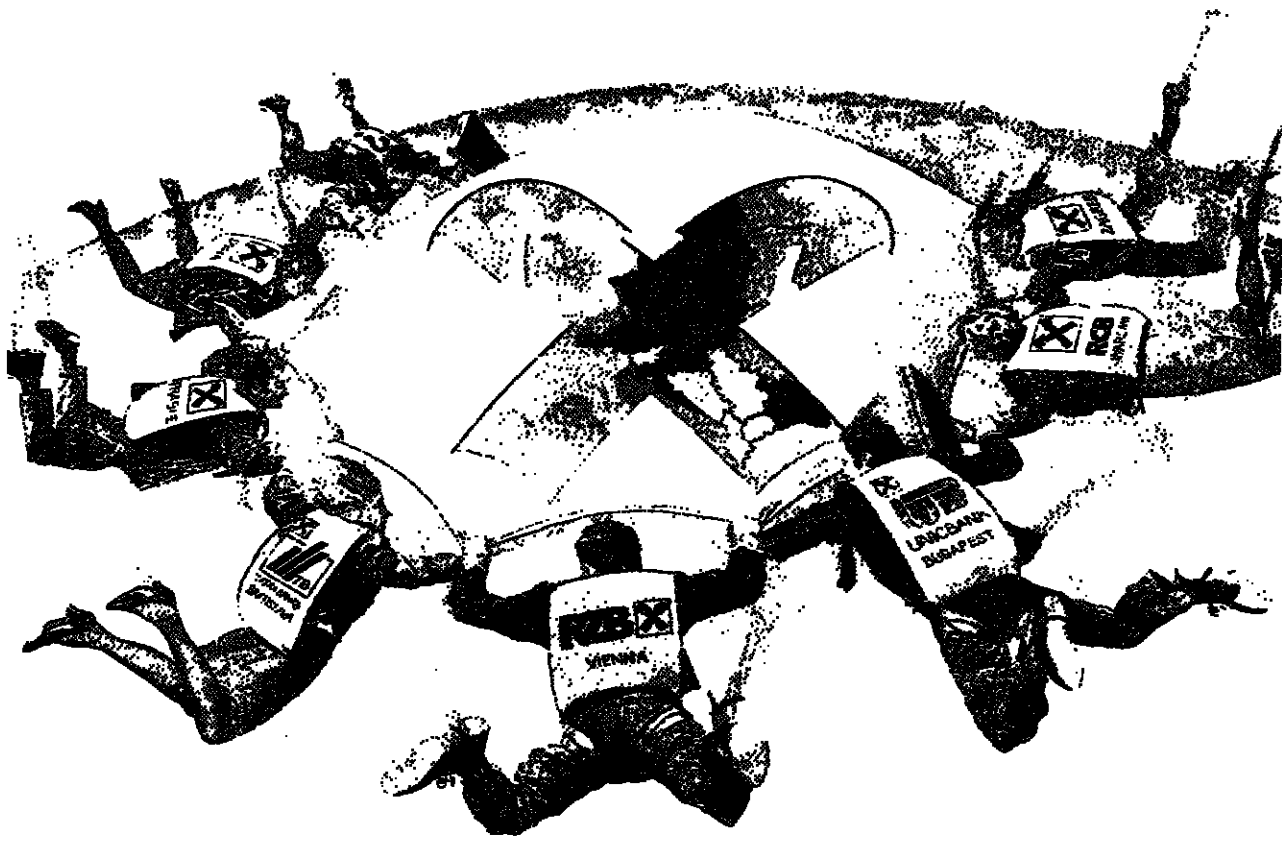
Swedtel, a subsidiary of Sweden's state-run Telia, has applied to the Philippines' Securities and Exchange Commission for a permit to establish a local branch. Telia Swedtel Philippines, Telia recently took a 10 per cent stake in Digital Telecommunications Philippines, which operates a phone network on Luzon, the most populous Philippine island. Reuters, Manila

South Korean shipyards won orders for 34 ships weighing a total 1.24m gross tons in the first three months of 1995, against 33 ships weighing 1.01m gross tons a year earlier, the Korea Shipbuilders' Association said. All but one were for export. The association said 24 ships weighing 881,243 gross tons had been built in the quarter, against 18 weighing 877,913 gross tons. Reuters, Seoul

NEC of Japan said it had received ¥38bn (\$430m) in contracts to install telecom networks in the Philippines and Indonesia. Under a ¥35bn contract with Digital Telecommunications Philippines, NEC will provide digital exchange equipment and micro communications systems to set up 366,000 phone lines on Luzon island. In a ¥3bn contract with PT Telekom of Indonesia, NEC will provide exchange equipment and optical communications systems to install 78,000 phone lines in Surabaya and surrounding areas. Reuters

**The best partner for Central and Eastern Europe used to be ONE Austrian Bank.**

**Now it's an Austrian-Hungarian-Slovak-Czech-Bulgarian-Polish-Croatian Bank.**



**We are there to serve you.**

Please contact "International Corporate Desk"  
Unibank R.L. Budapest: + 361/2662018  
Tatra Banka A.S., Bratislava: + 421/452111  
Raffaelsenbank a.s., Prague: + 422/24231270  
Raffaelsenbank S.A., Warsaw: + 482/6250440  
Raffaelsenbank (Bulgaria) A.D., Sofia: + 3592/880811  
Raffaelsenbank Austria d.d., Zagreb: + 3851/466466

Raffaelsenbank Zentralbank  
Gasternstrasse 46 (RZB - Austria)  
Wiener: + 7503/2306078  
Kiev: + 7044/2961806  
Bacharach: + 401/3111697

RZB Representative Offices in  
Central and Eastern Europe  
Moscow: + 7503/2306078  
Kiev: + 7044/2961806  
Bacharach: + 401/3111697



**Your East West Bank**

150 من الاجل



## France and UK soften nuclear arms stance

By Frances Williams in Geneva and Bernard Gray in London

Britain and France have dropped their insistence on being able to test nuclear weapons in exceptional circumstances as part of the talks on a comprehensive nuclear test ban in Geneva. This brings the two in line with the positions adopted by the US and Russia in backing an outright test ban, but leaves China favouring limited further testing.

France's position may be affected by the outcome of this month's presidential elections. President François Mitterrand has favoured a comprehensive test ban and introduced a moratorium on testing. Mr Jacques Chirac, a contestant, has said France may need to resume limited tests.

The UK had previously insisted on the let-out clause to test in exceptional circumstances because it claimed it might need to check the safety and reliability of its nuclear weapons through a test. Now the US has backed a complete

ban, the UK will not be able to use US test grounds in Nevada, anyway. Without an alternative test site, retaining the ability to test would be largely academic.

Unlike Britain or the US, France still has work to do on developing its existing generation of nuclear weapons and might find it hard if no further tests were permitted.

Britain is insisting it should be able to continue laboratory experiments and computer modelling to allow it to check on the reliability of its nuclear weapons. Even modelling is opposed by some non-nuclear states, who see that as a way for weapons states to refine their nuclear weapons.

France does not have the same access as the UK to US modelling techniques, so would find it harder and costlier to develop laboratory alternatives to its Pacific test programme.

France might be able to complete a limited series of tests before a comprehensive test ban treaty was completed. Some officials believe the

treaty will not be ready for signing for about a year. Once the treaty was signed, testing by either China or France would be effectively prohibited, even if the treaty had not been ratified by all parties.

The concerted effort to achieve a comprehensive treaty is part of a wider campaign by nuclear weapons states to secure an indefinite extension of the nuclear Non-Proliferation Treaty. Renewal of the NPT will be discussed at a conference in New York later this month; many non-weapons states see conclusion of a CTBT as a gesture of good faith by weapons states.

The campaign to back indefinite renewal of the NPT, as opposed to a limited extension of the treaty, has included a restatement of pledges that the nuclear weapons states will not attack non-weapons states. Given that the CTBT is unlikely to be available before the NPT conference ends on May 12, conclusion of the NPT meeting may be postponed until a CTBT is signed.

## NEWS DIGEST 'End to polio by 2000'

The world is on track to eradicate polio by the turn of the century, according to the World Health Organisation. In a release timed for World Health Day today, the WHO says the number of reported cases of poliomyelitis fell to just 8,341 last year against 35,255 in 1988 when the United Nations agency launched its eradication campaign.

Some 145 countries are now polio-free, the WHO says. The crippling and highly infectious disease is currently concentrated in parts of the Indian sub-continent and central and western Africa.

"We are on line to eradicate the disease by 2000 provided we keep the momentum and concentrate resources on those areas of the world which still suffer from polio," said Dr Ralph Henderson, the WHO's assistant director-general.

The WHO estimates that polio eradication could save up to \$3bn (£1.6bn) a year worldwide, enabling countries to discontinue costly vaccination programmes and reducing the need to care for polio victims.

It plans to declare the world polio-free after three years without a reported polio case. Frances Williams, Geneva



LONDON



HELSINKI



SYDNEY

## NOKIA 2110

The Nokia 2110 GSM phone comes with a 120-gram travel charger just as portable and universal as the phone itself.

Wherever you are, and whatever the local socket type, charging is no problem. Just snap on the right AC cord, and your standard 2110 battery will be restored in as little as 40 minutes.

And unlike some other cellular phones with flat batteries, your Nokia 2110 is ready for use as soon as you plug it into the mains.

**NOKIA**  
CONNECTING PEOPLE



Nokia and the Arrow logo are registered trademarks of Nokia Corporation.

## US left exposed in chill of climate talks

By Haig Simonian in Berlin

Delegates at the United Nations conference on climate change in Berlin were yesterday battling against the clock to agree on a mandate for further negotiations before the meetings close this evening.

The deadline left the US increasingly exposed, as most developing and industrialised states buried their differences and reported substantial progress on outstanding issues.

The US, backed by Japan, Canada, Australia and New Zealand, opposes any targets or timetables for reducing emissions of greenhouse gases after 2000.

The Berlin conference was called to negotiate a mandate for a further set of talks, which should result in a formal protocol to the UN framework convention on climate change,

signed at the Rio de Janeiro Earth Summit in 1992.

Although delegates yesterday agreed to set the next big UN climate change conference in 1997 as their deadline for that protocol, the whole process could collapse if they fail to find a way out of their current impasse.

The protocol would extend and toughen the agreement reached between most industrial states in Rio to cut emissions of greenhouse gases to 1990 levels by 2000.

Delegates have been working to find a form of words which would satisfy the demands of developing countries and most developed states for further action without losing the support of the US.

Last night, the most likely solution seemed to be a diplomatic fudge which would maintain specific targets and timetables, but with sufficient flexibility to minimise their impact.

By contrast, the conference was yesterday on the brink of

resolving the issue of joint implementation - whereby an industrial country can finance cuts in greenhouse gases in the developing world, which can then be credited against its own reduction quotas.

Delegates agreed to a pilot phase of joint implementation to gain experience. Although the accord marked the climb-down by developing states, which have been hostile to joint implementation, observers noted that the pilot phase would be open-ended, and the credits - the most contentious aspect - would not operate during the pilot.

Although apparently a success for industrialised countries which have long been arguing for joint implementation, the agreement may have left them hostage to the wishes of the developing world. "The developing countries' agreement will be essential to terminate the pilot phase and to bring in a credit system," said one delegate.

## Zimbabwe poll will not alter one-party rule

Mugabe's Zanu-PF already has majority, writes Tony Hawkins

Democracy, Zimbabwe-style, goes on display this weekend when voters will give President Robert Mugabe's ruling Zanu-PF another five-year mandate of virtually opposition-free rule. The 71-year-old president is assured of a substantial parliamentary majority even before the polls open tomorrow.

Not only have candidates from Zanu-PF - the party that has ruled the country since independence in 1980 - been returned unopposed in 65 of the 120 elected seats, but the president is able to nominate another 30 MPs, including 10 "traditional leaders" and eight provincial governors, giving him 95 of the 150 seats.

With the disorganised, fragmented and poorly-funded opposition parties in disarray, analysts predict a low turnout in the 55 contested constituencies. Zanu-PF is thus fated to sweep home with upwards of 140 seats.

The main opposition comes from two small parties; the Forum Party with 24 candidates, headed by a former Chief Justice, Mr Enock Dumbeisa, and Zanu (Ndonga) which is fighting 30 seats. The latter party, led by the Rev Ndabaningi Sithole, who founded the Zimbabwe African National Union in 1963, may capture a few seats in the eastern districts, independents and a number of small parties are contesting a further 11 seats.

The campaign has been a low-key affair, marked by a dearth of serious debate of substantial policy issues facing the country and low-level intimidation by the governing party.

Mr Kumirai Rangai, agriculture minister, set the tone for the election when he warned voters in the eastern districts, where Mr Sithole is expected to pick up votes, that there would be no development in the area if they continued to vote for opposition parties.

Elsewhere, Forum Party officials say their candidates have been harassed by Zanu-PF supporters and prevented from campaigning while one candidate has had his shop picketed by government supporters.

Since the turnout is likely to be both low and unrepresentative, Mr Mugabe, who is not contesting the parliamentary elections but will stand for re-election as executive president in 1996, will have difficulty in claiming that his party's victory constitutes an endorsement of his policies.

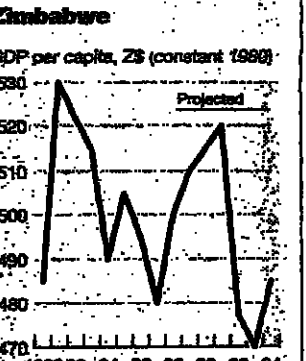
In 15 years of Zanu-PF rule, unemployment has risen from less than 10 per cent to 45 per cent while average real wages are at a 20-year low and real per capita incomes today are no higher than in 1980.

That, despite these figures, the opposition should be facing overwhelming defeat speaks volumes for its failure to offer any kind of credible alternative. Those out of office have spent far more time bickering among themselves than forging a coherent, united opposition with an alternative policy. The odds are, in any case, stacked heavily against them: The main media are state-owned, Zanu-PF is able to draw on a government grant of \$250m (£2.3m) and the enormous state patronage system favours the incumbents.

But no figure of stature has emerged to challenge Mr Mugabe in the presidential poll next year and the signs are that the Zanu-PF political monopoly will be broken only when the president stands down in 2002, or even later.

The party claims to be fighting the election on its track record, especially in the social sphere. It cites the resettlement of 61,000 families since 1980 to support this, though not mentioning the resettlement target of 162,000 families by 1985.

The promises to spend, and



Mugabe: opposition is weak

spend again - on resettlement, job creation, housing, education and health - cannot be reconciled with the pledge to the Donor Consultative Group meeting in Paris last month to cut public spending and reduce the budget deficit. Official numbers published last month show a budget deficit for the first half of the 1994/95 fiscal year of 242.9bn, double the targeted 6.5 per cent of gross domestic product for the full year to June 30.

While the government has since imposed more than 25bn new taxes in an effort to retrieve the situation, higher taxes are not easily squared with manifesto promises to counter unemployment and deprivation.

Indeed, the first challenge facing the new minister of finance, to be appointed to replace Mr Bernard Chidzero who is resigning on health grounds, will be to restore a semblance of fiscal discipline to the public accounts.

Meanwhile, the government's commitment to a second dose of economic reform when the current structural adjustment programme ends this year has barely surfaced during the campaign.

## ILO censures trio

El Salvador, Indonesia and Peru were yesterday castigated by the International Labour Organisation for grave abuses of human rights of workers and trade unionists including murder, torture and arbitrary detentions.

The governing body of the United Nations agency, whose only sanction is public censure, urged the governments concerned to enforce basic worker rights and bring to justice those guilty of crimes against trade unionists.

Complaints against El Salvador brought to the ILO's committee on freedom of association include the assassination and injury of trade officials and members, detentions, dismissals and interference in trade union activities. In Peru trade union organisations have alleged killings, disappearances, detentions, torture, repression of demonstrations and ransacking of union premises.

Indonesia is criticised for violations of trade union rights including suppression of independent trade unions, use of the military to intimidate workers and restrictions on collective bargaining and strike action. The ILO also has reports of disappearances, threats, detention and violence against Indonesian trade unionists. Frances Williams, Geneva

## Smuggler jailed

Mr Paul Miller, a South African diamond dealer implicated in a gold smuggling scheme from South Africa to Switzerland, has been sentenced to 10 years' imprisonment and fined R350,000 (£60,000) by a Johannesburg court. Mr Miller's role was revealed when Swiss authorities provided information on Swiss bank accounts used in the fraud.

The fraud, which involved spraying millions of rands worth of gold with a silver coating and exporting it as scrap metal to Switzerland, had taken place more than 30 times. It was only stopped when Swiss prosecutors released information on the South Africans' bank accounts after deciding there were reasonable grounds to believe money laundering offences had been committed in that country.

The sentence contrasts with those of two brothers convicted for involvement in the same fraud last March. Mr Keith Stephen and Mr Wayne Stephen served only five months of their sentences before being paroled in exchange for turning state's evidence. Mark Sumner, Johannesburg

## Iraqi army post

Gen Sultan Hashim Ahmad has replaced General Ayad Fathi al-Rawi as the Iraqi army's chief of staff, state-run newspapers reported yesterday.

Gen Ahmad appeared in a medal giving ceremony on Iraqi television beside Mr Ali Hassan al-Majid, defence minister, as the new chief of staff.

Gen Ahmad served as a division and corps commander in the Iraqi armed forces and led the Iraqi side in negotiations with the allied commanders at the end of the 1991 Gulf War over Kuwait. Reuters, Baghdad

## tent law



## NEWS: ASIA-PACIFIC

## ASIA-PACIFIC NEWS DIGEST

## Hurd and Qian to meet on April 18

Mr Douglas Hurd, UK foreign secretary, and Mr Qian Qichen, his Chinese counterpart, meet for the first time since last September on April 18 in New York. It was announced in Hong Kong yesterday.

The two ministers will be in New York for the nuclear Non-Proliferation Treaty review conference. Their meeting is being billed as part of the gradual restoration of relations between Britain and China. This process is expected to receive a boost with the visit to China by Mr Michael Heseltine, UK trade and industry secretary, next month and by a visit to Britain by Mr Qian, probably this autumn.

The meeting is not expected to lead to any big breakthroughs on Hong Kong. A meeting of the Joint Liaison Group, the bilateral body dealing with the handover, ends in Hong Kong today; all indications suggest little progress.

Britain and China are still at loggerheads over Hong Kong's court of final appeal, despite a 1991 agreement pledging both to setting up the court before China regains sovereignty in 1997. *Simon Holberton, Hong Kong*

## Aum followers arrested

Japanese police have arrested three followers of Aum Shinri Kyo, the religious sect named concerning last month's subway gas attack and the shooting of the country's police chief. The members, initially questioned for illegal parking, were later arrested for possessing gun parts.

Tokyo police have geared up to investigate Aum's links to the recent incidents, and are on alert for suspicious-looking vehicles. Aum facilities have been raided around the country. The sect has denied allegations of producing sarin nerve gas, but police have found chemicals in its headquarters at the foot of Mount Fuji. *Emiko Terazono, Tokyo*

## Australia jobless rate falls

Australia's unemployment rate fell to 8.7 per cent in March, against 8.9 per cent the previous month, the lowest since February 1991, and breaking the recent series of weaker-than-expected statistics. The labour market appears to be more robust than expected, but few economists believe this will have much impact on short-term interest rate policy, or seriously affect the government's estimates in the run-up to the May 9 budget. Analysts agree the economy has eased from the unsustainable growth rate seen in last year's third quarter, but further slowdown would be desirable. *Nikki Tate, Sydney*

■ Sri Lanka's Public Enterprise Reform Commission is seeking managers and underwriters to arrange the sale of 25 per cent of the National Savings Bank held by the government and central bank. *Mervyn de Silva, Colombo*

■ South Korea's M2 money supply rose 16.5 per cent to Won131,670bn (€105.8bn) in March from a year earlier, provisional Bank of Korea figures show. *Reuter, Seoul*

■ Japanese machine tool orders rose 89.8 per cent in February from a year earlier to the highest since September 1992. *Reuter, Tokyo*

■ Taiwan's consumer prices were 4.18 per cent higher in the first quarter of 1995 than a year earlier. Wholesale prices rose 7.97 per cent. *Reuter, Taipei*

## De Beers Consolidated Mines Limited

NOTICE TO HOLDERS OF LINKED DEFERRED SHARE WARRANTS TO BEARER - PAYMENT OF COUPON NO. 103

1. Coupon No. 103  
2. Date of payment: On or after 24 May 1995  
3. Amount: 35,985.46 US cents per share (US\$359.8546) or the equivalent in any freely convertible currency  
4. Currency: US dollars (US\$) or the equivalent in any freely convertible currency  
5. Interest: 10% per annum on the amount payable, compounded annually  
6. Dividend: 10% per annum on the amount payable, compounded annually  
7. Redemption: The coupon will be redeemed on the date of payment of the amount payable, plus interest and dividend.  
8. Transfer: The coupon may be transferred by endorsement and delivery.  
9. Lost or Stolen: If a coupon is lost or stolen, the holder should immediately notify the company and the company will issue a new coupon on payment of a fee.  
10. Governing Law: The coupon is governed by the law of the Republic of South Africa.

ANGLO AMERICAN CORPORATION OF SOUTH AFRICA LIMITED  
G A Wilkinson  
London Office  
15, Charterhouse Street  
London EC1M 3SP  
April 1995

## De Beers

## Centenary Depository AG

(Incorporated under the law of Switzerland)

NOTICE TO HOLDERS OF BEARER CENTENARY DEPOSITORY RECEIPTS  
DIVIDEND DISTRIBUTION NO. 10  
AGAINST PRESENTATION COUPON OF NO. 10

Subject to approval at the Annual General Meeting of De Beers Centenary AG due to be held on 9 May 1995, dividend distribution No. 10 will be effected as follows:

1. Coupon No. 10  
2. Date of payment: On or after 24 May 1995  
3. Amount: 35,985.46 US cents per share (US\$359.8546) or the equivalent in any freely convertible currency  
4. Currency: US dollars (US\$) or the equivalent in any freely convertible currency  
5. Interest: 10% per annum on the amount payable, compounded annually  
6. Dividend: 10% per annum on the amount payable, compounded annually  
7. Redemption: The coupon will be redeemed on the date of payment of the amount payable, plus interest and dividend.  
8. Transfer: The coupon may be transferred by endorsement and delivery.  
9. Lost or Stolen: If a coupon is lost or stolen, the holder should immediately notify the company and the company will issue a new coupon on payment of a fee.  
10. Governing Law: The coupon is governed by the law of the Republic of South Africa.

ANGLO AMERICAN CORPORATION OF SOUTH AFRICA LIMITED  
G A Wilkinson  
London Office  
15, Charterhouse Street  
London EC1M 3SP  
April 1995

2. The portion of the Centenary Depository dividend distribution which accrues from De Beers Centenary AG is subject to a Swiss withholding tax at a rate of 35%. Depository receipt holders resident in a country which has a tax treaty with Switzerland may be entitled to a refund of a portion of the Swiss withholding tax deducted and may contact their local Revenue authority to ascertain the procedures required to obtain such a refund. Holders of Centenary Depository receipts in bearer form who are residents in the United Kingdom may apply for a refund of 20% per cent, effectively reducing the rate from 35 per cent to 15 per cent and may obtain from Barclays Regent, Bourne House, 34 Bedford Row, London WC1R 4EJ (Tel: 0161 639 2413 or 0161 639 2405) a Swiss Tax Form No. 88 for this purpose.

For and on behalf of  
ANGLO AMERICAN CORPORATION OF SOUTH AFRICA LIMITED  
G A Wilkinson  
London Agent  
7 April 1995

HOLDERS OF BEARER CERTIFICATES REPRESENTING LINKED UNITS OF DE BEERS CENTENARY AG ARE ADVISED THAT THEY CAN RECOVER SUCH BEARER CERTIFICATES IF REGISTERED LINKED UNITS AT ANY TIME. RECONVERSION FORMS ARE AVAILABLE FROM THE ABOVE-MENTIONED PAYING AGENTS.

## Doubts on Japanese stimulus package

By William Dawkins in Tokyo

Economists in Tokyo were sceptical yesterday whether Japan's divided coalition administration, facing a tough time in local elections on Sunday, had the cohesion or political will to devise an economic stimulus package radical enough to make an impact on the country's huge current account surplus, the main Japanese factor in the yen's strength.

The government is drafting a package which, leaked in draft form to a Japanese news agency yesterday, proposes to bring forward some spending in an existing ¥830,000bn (£450bn) public works programme, covering the decade to March 2000.

The draft proposes the extension of part of an existing three-year ¥6,000bn programme of tax cuts, and calls for work on some of the structural problems constraining Japan's economic growth, such as bank bad debts, high corporate taxes and highly regulated capital markets.

"They have had their chance with deregulation, and the measures were insufficient," Mr Jeff Young, economics analyst at Salomon Brothers Asia, said, referring to a five-year economic deregulation plan launched last week.

"We haven't got the feeling that the authorities understand the importance of structural reform in bringing stability to the currency markets," Japanese industry's fears that the rise in the yen risks strangling a domestic recovery

have started to spread to foreign securities companies. Salomon Brothers has slashed its forecast of gross domestic product growth for the year to next March from 2.3 per cent to 0.2 per cent. That is based on the assumption that the dollar stabilises at ¥82, rather than the ¥98.8 at which it started the calendar year, Salomon said.

Goldman Sachs predicts the economy will grow 1 per cent this year at an average exchange rate of ¥90 to the dollar, though it is for the time being sticking to its formal forecast of 1.4 per cent.

That compares with the government's official target of 2.5 per cent growth in the current fiscal year, a goal even Japanese officials now privately admit has been lifted out

of reach by the yen's rise.

So far this year, the Nikkei share price index has fallen 19.8 per cent, partly because of the squeeze on Japanese industry's export earnings imposed by the 17 per cent rise in the yen's value against the dollar.

Mr Yasuo Matsushita, Bank of Japan governor, said yesterday he would watch the impact of the central bank's decision last week to push down money market rates, rather than cut the official discount rate.

The bank is resisting intense pressure for an official discount rate cut, from business leaders and politicians in government and opposition.

Gerard Baker adds: Three of Japan's leading commercial banks yesterday cut their short-term prime lending rates. Since the central bank's policy shift, overnight call rates have fallen from just over 2 per cent to below 1.8 per cent.

Sauwa Bank, Dai-ichi Kangyo Bank and Mitsubishi Bank



Matsushita: resisting rate cut

of reach by the yen's rise.

So far this year, the Nikkei share price index has fallen 19.8 per cent, partly because of the squeeze on Japanese industry's export earnings imposed by the 17 per cent rise in the yen's value against the dollar.

## Small wave washes over banking system

The image of one more august institution has been tarnished, Gerard Baker reports

The splash from the collapse of two small financial institutions at the end of last year continues to engulf Japan's fragile banking system. In the last week it has broken dramatically over one of the country's largest and most august banks.

Last Friday the president of the Long Term Credit Bank of Japan, the world's 16th largest lender, was forced to resign, taking responsibility for his bank's connections with the two failed companies.

But if officials at LTCB hoped that the resignation of Mr Tetsuya Horie would draw a line under the affair they are likely to be disappointed. LTCB's woes centre on a web of connections it had with the two credit unions, Tokyo Kyowa and Anzen, and a property developer, EIE International. The two institutions were rescued in December by the Bank of Japan after it was discovered that they had non-performing loans of more than ¥120bn (€87bn) much of the time to EIE.

But what looked at the time like just another example of the gradual clearing away of the detritus of the "bubble economy", the period of rapidly increasing property prices that burst in the early 1990s, has turned out to be much more murky.

As it happened, the president of Tokyo Kyowa, Mr Harunori Takahashi, was also the presi-

dent of EIE. Many of the loans to his property company, as well as some other real estate-related lending, seem to have been contrary to banking law.

Mr Takahashi is now under investigation for alleged fraud and false accounting, and the authorities are under fire for having spent public money to salvage two highly questionable institutions.

But the full glare of unwelcome publicity has now been turned on LTCB and its close connections with both Mr Takahashi and Tokyo Kyowa.

Mr Takahashi was something of a golden boy in Japanese finance in the 1980s. He presided over EIE at a time when property prices were taking off, and discovered a niche market which was to make him rich quickly.

His focus was on leisure, it was a time when the rapidly enriching Japanese were discovering a taste for the high life, and his ability to snap up land and turn it into golf courses, luxury resorts and hotels was peerless.

As his success grew so did his ambitions, and by the late 1980s Mr Takahashi had become a global property magnate, flying around the Pacific in one of his personal fleet of Boeing 727s.

Much of the funding for his projects came from LTCB, which like all banks at the time was anxious to tap the lucrative property market. By

the late 1980s LTCB had advanced Mr Takahashi's EIE more than ¥300bn (€2.5bn).

The crash that followed was as spectacular as the boom. Since 1989 property prices in Japan have fallen by more than half. Global property prices have fallen too.

Mr Takahashi was left with hundreds of square miles of half-finished golf courses and LTCB was left with a mountain of bad debts.

In early 1991 the bank took

Japanese financial institutions unloaded had loans worth ¥1,224.7bn (€8.8bn) last month, bringing disposals in the year to March to ¥5,558bn. *AFP reports from Tokyo.* The bad loans were purchased by the Co-operative Credit Purchasing Co, set up by Japanese banks in March 1993 to help lessen the bad debt burden of financial institutions. The agency said it had recovered loans worth ¥171.7bn in the year to March.

matters into its own hands, sending its own staff to EIE in an effort to recoup some of the bad loans. But by July 1993, the bank's management had decided to cut its losses. In an unprecedented move, it announced it was severing its links with EIE, recording loan loss provisions of ¥190bn in the process.

That was the end of LTCB's meaningful connection with EIE. But, unhappily for the bank, it plainly was not the end of EIE itself. Nor was the end of LTCB's relationship with Mr Takahashi.

EIE was somehow still able to continue operating. Despite the huge losses it was building

up in its rapidly contracting balance sheet, it went on receiving deposits. But now the money (on a smaller scale, but enough to keep it afloat) was coming from a different source, the two credit unions. By the end of last year Tokyo Kyowa had lent EIE more than ¥30bn, with a slightly smaller sum from Anzen.

These figures were allegedly substantially in breach of the law governing credit associations, which forbids companies

loans being advanced by Tokyo Kyowa to EIE of ¥37.5bn.

These connections raise questions about the bank's involvement with Tokyo Kyowa. But the financial relationship does not necessarily implicate LTCB in any of the alleged wrongdoings by Mr Takahashi and the management of the credit union. But what does matter is how much LTCB knew about the activities of Tokyo Kyowa and when it knew it. According to Mr Takahashi, in evidence before the Japanese parliament in the past two weeks, LTCB was virtually running Tokyo Kyowa in its last few months. He argued that the capital injected into the bank by the LTCB affiliates gave LTCB *de facto* control. He also claimed the bank had sent a senior manager to advise on business operations and received regular reports from Tokyo Kyowa on the company's performance.

From the outset, LTCB's president, who also testified before the Diet, vigorously denied that it was involved in the management of Tokyo Kyowa or that it knew anything of any alleged wrongdoing. But last week, some of the details of Mr Horie's account began to change. He admitted that some records of Tokyo Kyowa's operations had been checked by LTCB, and that in some respects "you could say LTCB was involved".

## Philippines seeks fewer bullets with its ballot

Police and army are placed on alert after Ramos calls a referendum on reform, writes Edward Luce

As campaigning begins in earnest for the Philippine national polls in May, the government in Manila has put the police and the army on a state of alert to pre-empt the customary outbreak of violence associated with the country's elections.

In the Philippines elections have been famously characterised as a process dominated by "guns, goons and gold". But President Fidel Ramos, who is halfway through a six-year term as head of state, has repeatedly stressed that the polls in May will be a referendum on the administration's widely praised political stabilisation and economic reform programmes.

On a visit to Europe last month the president reiterated the view that the Philippines' credibility as a magnet for foreign investment partly rested on its recently acquired reputation for political stability.

Mr Bernardo Pardo, head of the Commission on Elections (Comelec), set the tone for the campaign last month when he suspended the right to carry firearms before May 8. So far, however, 119,000 people have requested to be exempted from the ban of which as many as

110,000 - of whom 2,500 are politicians and civil servants - have received permission to continue bearing arms.

Saying there was evidence that as many as 18 "very violent" armed groups and 400 armed gangs still existed in the Philippines nine years after the Marcos dictatorship was toppled, Mr Pardo recommended a heightened state of vigilance before the polls. One congressman was shot dead last month in a Manila suburb.

The commissioner also published a list of governors, senators, civil servants and congressmen thought to possess private armies consisting of groups of young and heavily armed bodyguards hired to intimidate electoral rivals.

Mr Pardo said that the official count of private armies would have been much higher had Comelec included the 8,000-strong communist insurgency that still disrupts civilian life in parts of central Luzon, the Philippines' main island, and the Visayas to the south of Manila's business district.

Wildly varying estimates of the strength of a Muslim separatist army, the Moro Islamic Liberation Front, and its secular rival, the Moro National

Liberation Front, which are seeking independence for the people of Mindanao, were also excluded. Recent intelligence reports indicate that the combined strength of the two groups have risen to 40,000.

On Tuesday a gang of 200 armed Muslim separatists killed 43 people and razed four banks in the town of Ipi on Mindanao. The government has taken the incident as a possible warning that separatists are planning to launch a new campaign of violence. Both separatist groups are boycotting the elections.

The candidature of Mr Gregorio Honasan for one of the 12 Senate seats being contested is another uncomfortable reminder that the threat of violence also continues to play a role in the country's political mainstream.

"Gringo" Honasan, as the former army colonel is widely known, led three bloody coup attempts against the administration of Mrs Corason Aquino in the late 1980s, the last of which claimed 138 lives and damaged part of Manila's business district.

Despite having been accused of setting back the country's improved image among foreign



Heavily armed Filipino troops join the pursuit yesterday for Moslem separatists who killed 43 people during a raid on the town of Ipi on Mindanao, 740km south of Manila

investors by several years, "Gringo" has since been set free under a secretive "peace and reconciliation" process.

"I am standing for the senate to test the democratic legitimacy of this regime," the erstwhile colonel has said.

"Gringo", who is canvassing on a return to "national consensus" and an end to political corruption, has said he is able to command the loyalty of several battalions, implying he

still had the means to launch a coup attempt.

One long-standing diplomat in Manila explained why President Ramos allowed such talk: "Of course the government would have little difficulty in quickly rounding them up but the possible damage to the country could be far worse than simply allowing the occasional rogue to be co-opted into the political system."

Mrs Imelda Marcos, the widow of former dictator Ferdinand Marcos, is also standing, for the congressional district of Leyte. Early opinion polls and anecdotal evidence suggest that the ruling Lakas-Laban coalition, which was largely set up by Mr Ramos, is on track to win a comfortable majority of the contested seats in May. Under these circumstances the president can probably afford to rise above the troubling reappearance of ghosts from the past.

## Manila plea on monetary target

By Edward Luce in Manila

The Philippine government will seek permission to relax the monetary growth target agreed with the International Monetary Fund last June under a three-year \$844m (€427m) reform programme, after figures showed base money growth had seriously breached the IMF limit.

Yesterday's announcement, which follows local criticism of the central bank's high short-term interest rate policy, comes ahead of an IMF review visit to Manila in May, expected to take a tough line on the inflationary potential of rising liquidity in the economy.

The national statistics office said yesterday inflation had

increased from 5.1 per cent to 5.8 per cent in March.

Senior government members, including Mr Roberto De Ocampo, finance minister, this week criticised the IMF's monetary growth target of 24 per cent for the year as too restrictive and said it was likely to slow the country's three-year-old economic recovery.

Rapid growth in base money (money held by banks and the public, plus banks' deposits with the central bank) had pushed the rate of inflation or public spending levels above IMF targets, Mr De Ocampo said, though he admitted base money growth had overshoot the limit by 12 per cent.

"I am worried that what they [central bank officials] are

mopping up is not excess liquidity but funds needed out there for growth and momentum," Mr De Ocampo added.

Philippines GNP is expected to grow 6.5 per cent in 1995 after increasing by 5.1 per cent last year.

International officials are concerned that the Philippines' much-praised economic performance, rewarded in February when the Paris Club of creditors removed the Philippines from its list of indebted countries eligible for debt rescheduling, could be undermined by government disagreements on monetary policy.

During the IMF's last visit to Manila in December, the government successfully persuaded Fund officials to widen

the money base growth target from 16 to 24 per cent.

It argued that a surge of foreign exchange into the Philippines reflected rising international confidence in the economy.

Mr Howard Handy, IMF representative in Manila, refused to say yesterday whether the agency would accede to another request for monetary relaxation.

The IMF is also reported to be worried about the Philippines government's timetable on economic reforms. A programme to deregulate the energy sector, reduce tariff rates on imports and modernise the country's tax system has apparently fallen behind schedule.

## SPONSORSHIP

## The Carling Premiership

One of England's top Premier League Football Clubs could be available to a new club sponsor, commencing season 1995/6 for a negotiated term.

This club is aware of the needs and demands of sponsors in a highly commercial environment.

For further details of this exclusive opportunity, write to:-

Private & Confidential

The Chairman

Box No. B3669

Financial Times, One Southwark Bridge,

London, SE1 9HL



# Gingrich aims to reform US income tax

By Jurek Martin, US Editor, in Washington

Mr Newt Gingrich, Speaker of the House of Representatives, took his election over its passage of the \$189bn (\$119bn) tax cut bill a stage further by stating yesterday that "the current income tax has to go."

In a TV interview, he expressed some personal preference for a flat rate of income tax over a new consumption tax on value-added lines, but said both should be considered. He described the internal revenue service as "a tax police" that ought to be "dismantled" from its current form.

The speaker is to expound on the achievements of the first 100 days of the new Congress, plus his agenda for the next 100, in a speech tonight which some TV networks in the US will carry live - a privilege usually sought by, and granted to, only the president.

The passage of the tax bill, in the small hours of yesterday by a convincing 246 votes to 188, means that nine of the ten cardinal points of the Republican party's Contract with America have been passed by the House, with only the amendment of legislators' term limits failing. Some 27 Democrats, mostly southern conservatives, joined the tax bill majority. It moderate Republicans voted against.

However, the bill faces a very problematic future in the Senate, which has approved only two items in the Contract

so far (the congressional responsibility act and the line item presidential veto) and has rejected one - the balanced budget amendment. Senator Robert Dole, the majority leader, said there would be a tax bill in his chamber, but commented tartly: "We didn't get elected just to rubber-stamp everything the House did."

Senator Robert Packwood, Senate finance committee chairman, was even more blunt. He said yesterday the House had put "the cart before the horse." He added: "If we don't move towards a balanced budget, we shouldn't have the tax cuts."

Senator James Exon, Nebraska Democrat, said the Senate was not "as enthused about this crown jewel". Mr Gingrich's appeal for the tax bill. The senator complained that the House bill, with well over half the benefits intended for the better-off, was not exactly "fairness in taxes".

This was the White House line, with Mr Mike McCurry, press secretary, saying the bill "skews the benefits disproportionately to the wealthy."

President Bill Clinton has said he did not want "a pile of vetoes", but left little doubt that he found much of the House bill unacceptable.

Mr Gingrich, however, accused Mr Clinton of merely "counter-punching" and ducking his "obligation to lead" by not offering his own plan to balance the budget.

## Main elements of the \$189bn bill

- A \$500 per child tax credit to families earning up to \$200,000 annually, with some phasing-out at upper income levels; estimated cost \$104.9bn.
- Capital gains tax rate cuts, from 28 per cent to 19.5 per cent for individuals, and from 35 per cent to 25 per cent for corporations; cost \$31.7bn.
- Repeal of the alternative minimum income tax which is meant to ensure that the most wealthy individuals and corporations pay at least some tax; cost \$16.9bn.
- Indexation of depreciation allowances for investment in plant and equipment; cost \$16.7bn.
- Eliminating the "marriage penalty" for couples who file joint returns; cost \$9bn.
- Larger deductions for capital investments by small businesses; cost \$7.9bn.
- More generous estate and gift tax exemptions; cost \$7bn.

# Mexico to increase oil output

By Leslie Crawford in Mexico City

Petróleos Mexicanos, the Mexican state oil company, will increase output by 100,000 barrels per day towards the end of this year, in an effort to earn extra dollars for the hard-up government.

This will be Pemex's first big attempt to expand production in many years. Since 1981, output has stayed near 2.7m bpd, of which 1.3m bpd are exported.

Mr Ignacio Pichardo, energy minister, said the extra 100,000 bpd would earn \$350m to \$400m (\$219m to \$250m) this year, and up to \$1.9bn in 1996. Pemex's oil revenues have declined from \$6.7bn in 1992 to \$6.07bn last year as a result of lower world prices.

The announcement comes as US Republican Senators Alfonse D'Amato and Frank Murkowski seized on a US

The US Treasury said yesterday its \$30bn (\$13bn) financial aid to Mexico would not be impaired by a surprise move in Congress to hold up further assistance unless the Clinton administration hands over documents on its dealings with the Mexican government, writes George Graham in Washington.

Mr Robert Rubin, Treasury secretary, said the Treasury was already complying with Congressional requests for documents, so money for the Mexican bail-out will not be cut off.

"The action taken last night by House and Senate members, while cumbersome and unnecessary, will not on its own impair the progress of the aid programme to Mexico," he said in a statement issued yesterday.

Central Intelligence Agency report forecasting a fall in Mexican oil exports, which would challenge the value of oil offered as collateral against the \$20bn US rescue funding for Mexico.

Pemex denies its exports will fall over the coming years - a view which appears widely backed by international oil analysts. Mr Rafael Quijano, director of the Washington-based consultancy Petroleum Finance, said: "Mexico has

ample oil reserves and is constantly adding new capacity to replace exhausted wells, so it is unlikely that production or exports will fall. With additional investment, Pemex could significantly expand production."

Mr Manuel Ortiz de Marín, a former head of exploration at Pemex and now a senior official at the energy ministry, says the extra production will come from the Sound of Campeche - Mexico's main oil field - and from new installations in the Ek Balam fields.

However, the energy minister said Mexico would not yield to US pressures to open the oil sector to foreign investment. "Our laws do not permit this, and President Ernesto Zedillo's government has no plans to change them," Mr Pichardo said.

Under Mexico's nationalist constitution, private - and therefore foreign - companies cannot explore for oil or be involved in production. But Mr Pichardo said Pemex planned to make increasing use of "services" from private oil companies. More than half of the 60 wells in the Sound of Campeche were being drilled by private oil companies last year. There being a government-imposed ceiling on its investment budget, Pemex is expected to take an increasingly liberal interpretation of the constitution.

# Pressure from provincial penury

The debts of Mexico's states are leading to unrest, reports Leslie Crawford

When Mr Alberto Cárdenas won the governorship of Jalisco state in February, he discovered with dismay that Mexico's second-most populous state was bankrupt.

The coffers were empty even before the country's financial crisis had compounded the western state's debt problems. With interest rates quadrupling as a result of devaluation-fed inflation, Mr Cárdenas warned he would default on Jalisco's 2.8bn peso (\$281m) debt unless the national government came to the rescue.

The veiled threat by the governor, a member of the opposition National Action Party (PAN), has helped focus minds on the precarious finances of Mexico's 32 states. Together they owe 23bn pesos, which almost dwarfs the funds they receive from central government.

Their ability to honour debt obligations is constrained by dependence on central government funding: of every 100 pesos raised in taxes, 77 go to central government and only 18 are returned to state administrations - five pesos are sent to the country's impoverished municipalities.

Common penury is forging an unprecedented alliance of PAN governors, who run four states, and the remaining governors from the Institutional Revolutionary Party (PRI), which also holds the presidency. At a three-day conference last week in Guadalajara, the Jalisco capital, they demanded more of the fiscal pie, less government meddling in their affairs, and the

rescheduling of debts at commercial and national development banks.

"We are not demanding instant change," says Mr Alejandro Díaz Pérez, "but we would like to move towards the Spanish system, where central government keeps half of fiscal revenues and the remainder is shared among autonomous state administrations and municipalities."

Yet those with long memories in the PRI distrust any change that might weaken Mexico's centralised levers of power, in particular its grip on the purses of regional governments.

President Ernesto Zedillo's four-month-old government has already been shaken by an upheaval in the oil-rich state of Tabasco, where an attempt to depose a questionable elected PRI governor led to riots in the capital, Villahermosa. The trouble in Tabasco sent a strong warning to the new president to handle regional party bosses with caution.

At the governors' conference in Guadalajara, Mr Zedillo sounded a conciliatory note: "Centralism in today's Mexico is oppressive and backward, socially insensitive and inefficient." He promised to channel more resources to state administrations and municipalities, and to transfer more of the tasks carried out by central government. He also said he would search for ways to refinance the debt of regional governments, but warned they would be expected to cut spending in return.

PRI governors in attendance grudgingly admitted that their opponents were doing them a favour by openly campaigning for devolution. "If you cared about your career in the PRI, you did not rock the boat," said one. "What you got for your state depended on your connections in Mexico City, and on how close you were to the president."

Mr Ernesto Ruffo, PAN governor of Baja California, says: "If you stepped out of line, you would suddenly discover that your budget for public works would dry up. It was humiliating always to have to scrape and bow to central government."

He is especially critical of a poverty alleviation programme called Solidarity and run by the government of President Carlos Salinas, who stepped down last December. It had no local authority participation, Mr Ruffo says: "Mr Salinas knew how to manipulate the needs of the poor. He alone reaped the political benefits of the Solidarity programme. He became the best-known mayor in Mexico."

Mr Ruffo believes that, if President Zedillo is serious about reforms, he will have to begin by abolishing a tier of central government which duplicates the functions of state administrations.

However, during an economic recession, when some 400,000 jobs have already been lost in the private sector, Mr Ruffo says it is unlikely that the president will court political disaster by making tens of thousands of civil servants redundant.

## AMERICAN NEWS DIGEST

# Quebec delays sovereignty poll

Mr Jacques Parizeau, Quebec's premier, has delayed the promised provincial referendum on sovereignty from June until the autumn. "It would be hasty to hold a referendum this spring," he told a business group in Quebec City. "Short of unforeseen events, Quebec voters will be convened for the moment of truth in the autumn."

The premier had insisted the referendum on separation from the rest of Canada would come in June. But polls showing sagging support for independence and the Parti Québécois encouraged him to soften his stand, saying the referendum would be held this year.

The PQ was elected last September on a "good government" platform and the promise of independence. This year, Mr Parizeau sent 20 roving commissions through the province to drum-up support for a softer option "sovereignty".

But the polls persistently show public distrust of the sovereignty option and Mr Parizeau's commitment. A week ago, the premier had to promise that a "sovereign" Quebec would retain the Canadian dollar.

On Wednesday Mr Parizeau said he had decided on a delay following a strategy meeting with Mr Lucien Bouchard, leader of the opposition Bloc Québécois in the federal parliament. Mr Bouchard, whose party holds most of Quebec's 75 federal seats, is committed to fight for Quebec sovereignty but has often been at odds with Mr Parizeau on strategy. Robert Gibbens, Montreal

## Strike over taxes in Uruguay

Uruguay's powerful PIT-CNT union has called a general strike today in protest at government proposals for spending cuts and tax increases totalling the equivalent of \$300m (\$187m). The four-hour strike, the first big industrial action faced by the new administration of President Julio María Sanguinetti, is expected to attract wide support among transport workers, teachers and bank staff.

Unions say proposed measures to raise value-added tax from 23 to 23 per cent, and to extend VAT to transport and utilities, are "regressive and unfair".

Mr Sanguinetti last week sent the adjustment package to Congress, partly in anticipation of economic difficulties in Brazil and Argentina, Uruguay's huge neighbours and key trading partners. The president aims to cut the budget deficit from 4.5 per cent of gross domestic product to 1.5 per cent.

Negotiating the bill through Congress will be a stiff test for the president, whose Colorado party has only a third of congressional seats. David Pilling, Buenos Aires

## Guatemalan tax moves on hold

Guatemala's constitutional court has suspended recent tax reforms, following private sector appeals against them. This jeopardises negotiations with the International Monetary Fund. The government planned to sign a "shadow" stand-by agreement with the fund in the third week of March, but Wednesday's court decision will postpone an agreement for several months, say government officials.

The IMF negotiations were founded on the tax reform package approved in December, which aimed to increase Guatemala's tax burden from 6.7 per cent to 8.5 per cent of gross domestic product. Without the fund's stamp of approval, Guatemala's access to funds from other Washington-based financial institutions is likely to be affected. Mrs Ana Ordóñez de Molina, finance minister, says the decision will cost the government 600m quetzals (\$108m/\$68m) in lost revenue. This would leave it adrift on its fiscal deficit target unless spending were sharply cut. Edward Oribebar, Guatemala City

## ballot



...the ...

SHIP  
remiership

1

3

5

2

4

R

SENSONIC

Introducing the new Saab 900 Turbo Sensonic.

FOR FURTHER INFORMATION, A TEST DRIVE OR DETAILS OF OUR INTERNATIONAL DIPLOMAT SALES PROGRAMME CALL SAAB ON +44 (0) 1240 3035 OR FAX TO +44 (0) 1240 6033.

We wanted the joy of a stick. Without the drag of a clutch.

At Saab we enjoy driving as much as you do. Particularly zipping through the gears on the open road.

What we have never managed to enjoy is constantly pumping the clutch in a traffic jam.

So we looked around for a way to have one without the other. And we finally decided to borrow an idea from Formula 1 racing cars.

The result is Saab Sensonic.

YOUR LEFT LEG CAN RELAX.

With Saab Sensonic, we've eliminated the clutch pedal. Instead, we've fitted an electro-hydraulic system that does all the work your left leg used to do.

So on the open road you get all the enjoyment and fingertip control that only a stick shift can provide. But in traffic you get the clutchless ease of an automatic.

It's yet another case of getting the best of both worlds.

SAAB 900 TURBO AND FORMULA 1.

The idea of the clutchless gear stick isn't new. But originally you could get it only in Formula 1



and a couple of extremely expensive sports cars. Saab is one of the first manufacturers to offer this feature in an attainable production car - the Saab 900 Turbo.

So you can now enjoy driving a car that gives you the performance of a stick shift turbo without the drag of a clutch. It's a combination that anyone who enjoys driving will probably want to try out.

FOR PERSONAL REASONS.

Every Saab driver has his or her own reasons for buying a Saab. Our job is simply to give you as many reasons as possible.

And with Saab Sensonic we've tried to give you a very special reason indeed.

**SAAB**



## NEWS: UK

# Ministries support move into Japanese market

By Ralph Atkins,  
Insurance Correspondent

Lloyd's of London is drawing up plans for entering the Japanese insurance market next year. It is assuming that the Diet will approve a draft bill paving the way for the insurance market to be granted a general licence.

Mr David Rowland, Lloyd's chairman, said yesterday that a business plan would be devel-

oped over the next 12 months in anticipation that legislation approved recently by the Japanese cabinet would take effect in April next year.

Lloyd's has been backed by Mr Michael Heseltine, trade and industry secretary, in its attempts to penetrate the conservative Japanese market. Lloyd's leaders believe exploiting markets that are beginning to open up should form an important part of Lloyd's

recovery plans - particularly if trading conditions remain tough in the US and deteriorate in the UK. The Japanese

LLOYD'S  
LLOYD'S OF LONDON  
legislation would require Lloyd's to appoint an agent to represent its interests, report to the regulatory authorities and maintain a deposit in

Japan to protect policyholders' interests.

Mr Rowland said: "We have had great support and encouragement from the Japanese ministries of finance and justice for which we are very grateful." Japan is the second-largest non-life insurance market in the world with annual premium income of more than \$40bn but has so far been dominated by domestic insurers.

Lloyd's sells reinsurance

polices in Japan. But restrictions on insurers from other countries - and the capital structure of Lloyd's based on thousands of individual Names - have prevented it from being given approval to sell conventional policies. Names are individuals whose assets have traditionally supported the insurance market.

The proposed legislation will allow insurance brokers - on which Lloyd's has traditionally

relied - to operate in Japan, complementing the existing system of agencies linked to insurance companies.

Gooda Walker Names and insurers acting for the Lloyd's agents they successfully sued for negligence last October have clashed over the size of the damages to be awarded at the end of the litigation.

The two sides' estimates of the amount that will be paid to Names as a result of a High

Court judgment in London yesterday differed widely. The haggling will give Lloyd's further time to negotiate an out-of-court settlement with all litigating Names.

It emerged yesterday that Lloyd's Equitas project, intended to "ring fence" billions of pounds of US asbestos and pollution claims into a new reinsurance company, is being drawn into the talks.

## Murdoch set for TV scrum over rugby

By Raymond Snoddy and  
Frederick Stedemann in  
London and Nikki Tait  
in Sydney

Mr Rupert Murdoch's News Corporation has launched a daring bid for dominance in world television sport with far-reaching plans to create an international Rugby League "Super League" just after snapping up rights to top international boxing matches.

Mr Sam Chisholm, chief executive of British Sky Broadcasting, said last night that the company was planning a 12-team English Super League with Mr Maurice Lindsay, chief executive of the British Rugby League. Sky is the satellite venture 40 per cent owned by News Corporation and in which Pearson, owner of the Financial Times, has a significant stake. It is believed the new league will include top clubs such as Wigan. There is also a possibility that French teams could join later.

If, as seems likely, the deal is ratified, the games of the new Super League would be carried live on Sky Sports. In addition, the top four teams would compete with the top four from the new Australian Super League being put together by Mr Murdoch in Australia. These matches would also be shown live.

The new English Super League would play in the summer to coincide with the Australian winter.

The aim would be to show the top games in Australia and New Zealand on Star, the Murdoch satellite system in Asia; on the Vox satellite channel in Germany, in which Mr Murdoch has a large stake; and on Sky in the UK.

The news on the ambitious plans to promote rugby league internationally came the day after BSkyB announced what was described as the biggest deal in British boxing history. Under the two-year deal with boxing promoter Mr Frank Warren, Mike Tyson's comeback fights are expected to be shown live on Sky Sports.

## Skilled workers are cast adrift at Swan Hunter

Since receivers Price Waterhouse arrived at Swan Hunter, the nearly defunct Tyneside shipbuilder, in May 1993, all but 30 of its 2,400 employees have been made redundant.

The workforce the receivers had to discard as work dwindled was exceptionally loyal to Swans. Many - survivors of previous waves of redundancy - had spent their entire working lives there; service records of more than 30 years were common.

The world of curricula vitae and job interviews was alien to them. So too was the temporary contract-working prevalent in the labour market they have now entered.

Mr Ray Lowrie, manager of the government-run Jobclubs set up to help them find work, has been astonished by the quality of Swans' highly skilled workforce. Even so, he warns Jobclub members - who include Mr David Swan, great grandson of the company's founder - that it is unrealistic to expect to find a permanent job immediately; they must see short-term work as a means of proving themselves.

Ex-Swans buyer Mr Bill Galpin was offered a "temporary permanent" post - a few weeks as a fill in. "Unless there's some dramatic change of policy the chances of people getting continuity of work are slim," he says. His son is studying physics at Oxford University. "There's no chance

of him stopping [staying] here, there's no work I think he'll go abroad."

Statistics on Swans' employees are sketchy. The unions, which estimate only 25 per cent have found work, are just starting a survey.

The UK Department of Employment says 288 - 31 per cent - of the 965 who identified themselves when signing on since mid-1993 as ex-Swans, had found work by January. It does not record whether these were permanent or temporary posts. A further 188 were on training.

In Tyne and Wear in March there were 63,889 unemployed, 11.9 per cent of the labour force. For every unfilled vacancy advertised in Jobcentres there were 27 unemployed claimants.

The search for work - and continuity of employment - has taken many ex-Swans men to Britain's remaining shipbuilders on Clydeside, Cumbria and Southampton or in other countries. Some design team members are in San Diego, California, and 70, mostly welders, are working for Hamburg-based contractor RKM in German shipyards.

They include welders Mr Steve Young and Mr Arthur Novak, both family men. They worked from August to Christmas 1994 in Bremerhaven; on their return Mr Novak's toddler daughter did not recognise him.

They returned to Bremer-



Former Swan Hunter welders Arthur Novak (standing) and Steve Young wait at Gallowgate bus station at the beginning of their journey to Bremerhaven in Germany in search of work

haven last month after being unable to land permanent jobs at home. Mr Novak had a factory job in Tyneside but it lasted only five weeks. Mr Young was offered a contract by a ship repair company with Tyneside yards; he then found the work was in Cornwall.

They send home from Germany more money than they earned at Swans, but will not see their wives and children

until August. They are angry their skills are wanted in Germany but not at home.

"To know how busy their shipyards are, while ours are closing down, that's the most despairing thing," says Mr Young, who may also have been thinking partly of the fanfare surrounding yesterday's naming ceremony for P&O's new £200m flagship liner, the Oriana, built in a German yard

but which will fly Britain's Red Ensign.

RKM's English marketing head Mr Clive Boote has promised them years of work. "The Germans don't build ships better or cheaper than we can," he says. "But no ship in the world is built without subsidy. Our government has let our industry go to the wall."

Chris Tighe

## State-owned nuclear groups fight over assets

By David Lascelles,  
Resources Editor

With privatisation of the UK nuclear power industry now a distinct possibility, the country's two state-owned nuclear power utilities have got into a public tussle over the assets.

Nuclear Electric, which operates 12 power stations in England and Wales, supports a merger with Scottish Nuclear, its counterpart north of the border with two active stations. NE argues that the combined companies would make a stronger entity which could compete on the UK electricity market and for international construction contracts for nuclear stations.

But Dr Robin Jeffrey, Scottish Nuclear's chief executive, sharply rejected this idea yesterday. "The creation of a single UK nuclear company is a proposal which has little or nothing going for it," he said. "It would mean less competition in the electricity generating industry and the destruction of yet another leading Scottish company on the altar of 'big must be best'." He suggested that 300 Scottish jobs would be at risk from the merger.

The tussle has occurred because the government is believed to be considering a reshuffle of the UK's nuclear power stations in order to make the most of privatisation. It, as is widely expected, the industry's older Magnox sta-

tions are excluded from the sale, the privatisation will consist of Nuclear Electric's five advanced gas-cooled reactors and its one pressurised water reactor, and Scottish Nuclear's two advanced gas-cooled reactors. The options are to leave the companies as they are, merge them, or transfer some stations from one company to the other.

The difficulty with leaving them unchanged is that Scottish Nuclear, with only two stations, is thought to be too small to be viable in the long run, particularly when it has to finance a replacement for its older station at Hunterston early next century.

Nuclear Electric prefers a merger because of the added strength and credibility that an enlarged company would have. It also says that Scottish Nuclear's "scottishness" and the jobs could be protected by placing it in a separate division.

The objection is that a merger could reduce competition in power generation at a time when there is already thought to be too little. Prof Stephen Littlechild, the electricity industry regulator, does not favour a merger for that reason. However Nuclear Electric argues that the merged companies (minus their magnoxes) would only account for 22 per cent of the UK electricity market.

Nuclear privatisation, Page 13

**THE SPECTATOR**

Anne Applebaum: how the British would have collaborated under Nazi rule

Nigel Lawson: how I lost the battle over poll tax

Lord Gowrie: what the feelgood factor really means

Julie Burchill on the joys of lesbianism

Boris Johnson: start cutting taxes now, Mr Clarke - it's our money after all

Plus all our regular columnists including Jeffrey Bernard, Charles Moore, Nigel Nicolson, Christopher Fildes, Ian ALL Hislop, Mary Killen and Andrew Robson's Bridge column. Together with the best cartoons of the week.

**OUT NOW!**

**Save 50% On International Phone Calls**

Stop Being Over-Charged! Start Saving Money TODAY!

UK-Australia Save 50% - 27p/min  
UK-Brazil Save 40% - 71p/min  
UK-Canada Save 50% - 22p/min  
UK-Hong Kong Save 40% - 64p/min  
UK-Israel Save 50% - 64p/min  
UK-Japan Save 50% - 44p/min  
UK-Luxembourg Save 25% - 39p/min  
UK-Switzerland Save 50% - 39p/min  
UK-Sweden Save 40% - 59p/min  
UK-USA Save 40% - 17p/min

Savings Compared To B. Telecom CALL NOW FOR DETAILS! No Connection Fee!

**Vienna as a Business Centre**

Located at the heart of Europe, the city of Vienna forms a vital link between western and eastern Europe. This Survey will detail the many services and facilities that the former Imperial capital offers.

For details on advertising opportunities please contact:

Hans Csokor in Vienna  
Tel: +43 222 320  
Fax: +43 222 3202

Liz Vaughan in London  
Tel: +44 (0)171 873 3472

**BUSINESS INFORMATION**

**THE RIGHT BUSINESS INFORMATION**

In the age of information, the hard thing is to find the right information; key company information that's relevant and to the point.

FT McCarthy is your vital source. Our network can provide comprehensive information on the exact companies and sectors that interest you. Every day we gather information from the world's top business publications - it would take you all day just to read them - sort it, and store it. You can access just what you need - by company, by industry, by country or by market. Industry speculation as well as the hard facts.

Access is on CD-ROM, online or hard copy, so it's easy to be on the right side with FT McCarthy. Start today by sending the coupon.

FT McCarthy. The right business information

Complete this coupon and send it to: Michael Ridgway, FT McCarthy, Financial Times Information, Fitzroy House, 13-17 Epworth Street, London EC2A 4DL. Telephone: 0171-825 7953. Please send me details of FT McCarthy.

Name \_\_\_\_\_  
Company \_\_\_\_\_  
Address \_\_\_\_\_

**Riverside PLAZA COMMERCIAL**

Battersea Reach, London SW11

**HIGH QUALITY SELF-CONTAINED OFFICE BUILDINGS**

232 m<sup>2</sup> to 929 m<sup>2</sup>  
(2,500 sq ft to 10,000 sq ft)

Completion scheduled for early 1996.

**FOR SALE**

Cowan & Rutter  
Commercial & Industrial Property Agents  
0171 731 3535

**Berkeley HOMES**  
QUALITY TO APPRECIATE

**FOR SALE / TO LET**

- 32,500 m<sup>2</sup>/350,000 sq ft (approx)
- Industrial/Warehouse Facility
- Home Counties Location
- 2 Modern Blocks - Can Separate
- Offers circa £7.5m ex VAT (STC)

Principals and retained agents with named clients only apply to Box No B3891  
Number One Southwark Bridge, London SE1 9HL

**WATFORD**

Prime Location  
**TO LET**

30,000 Sq. Ft. OFFICE BUILDING  
plus  
130 Car Parking Spaces

**IMMEDIATE CONSTRUCTION**

David Lewis & Co  
Tel: 0171 485 2277  
Fax: 0171 485 2282

Singapore  
Tel: 01232 252188  
Fax: 01232 233927

**YOU WANT A WAREHOUSE?**

**KENT - NORTHFLEET**

Deep water terminal on the River Thames

Plus 18 acres open storage/land for redevelopment.

For sale as a going concern.

Principals only.

Write to: Box B3890, Financial Times,  
One Southwark Bridge, London SE1 9HL

**YOUR BUSINESS WOULD PROSPER IN AN AREA WITH CAPITAL GRANTS AND ECSC PREFERENTIAL LOANS**

WE'LL GRANT YOU THAT!

**TH NET**  
KENT'S NEW HORIZON  
With Direct Access to Europe

Contact Chris Buffrey  
on (01843) 225511

**LAKE DISTRICT NATIONAL PARK**

An opportunity to purchase one of Britain's best known parks. The estate, trees and atmosphere have a national, if not international, following and the freehold is offered for sale as a profitable going concern.

The park with its own unique atmosphere, provides the majority of visitors who will see the 4 self contained holiday apartments, and the 2 self contained cottages, or indeed the owners accommodation and approximately 13 acres of fast growing to the rear of the buildings and car park.

The "Mannor" sits on the side of Central Fell in an unspoiled corner of South Lakeland and just a few miles from the very centre of the Victorian tourist world of Lake Windermere and Bowness.

HACKNEY & LEIGH  
180 Richmond Road, Kendal, Cumbria LA9 4PU  
Tel: 01524 72791 Fax: 01524 748272

**GREENFORD**

MIDDLESEX  
3280-8105 SQ. FT.  
Self Contained  
**OFFICE BUILDING**  
\* 20 Car Parking Spaces  
\* Flexible Leases  
**TO LET**  
Contact Ref: EDMC  
**HENRY ROEBUCK**  
0171-405 8411

**21 STOREY OFFICE BUILDING FOR SALE**

USA \$1,750,000

In the heart of downtown Dallas, Texas USA. Take advantage of a formerly depressed American Real Estate market now on the rebound. This can be purchased at less than 20¢ on the dollar as compared to their foreclosed loans.

COLLUM INTERNATIONAL  
P.O. Box 2010  
Dallas, TX 75221 USA  
Fax 214-999-9488

**CENTRAL NORFOLK**

3 1/2 Acre Site.  
Fenced, Hard Standing, Freehold  
Ind/Sterage Units 9000 sq. ft.  
Detached 2 Storey Office Block  
Workshop (Pits), 2000 sq. ft.  
Contact A. Staff  
01760 722575

**DEVELOPMENT SITE**

4.3 ACRES  
With Consent for B1(a) & B1(b).  
Green Belt location close to M1,  
25 & 26. Existing rents £102,200.  
Offers over £900,000.  
David Self,  
Chartered Surveyor  
0115 949 1133

**INDUSTRIAL/COMMERCIAL**

Industrial/Commercial Park with 3 multi-tenanted buildings totaling 400,000 sq. ft. Fully leased with 34,000 sq. ft. Self Storage Facility



# 'We recognise that gaining a foothold was always going to be difficult'

## Citibank retail network opens today

By Richard Wolfe

Citibank of the US is beginning its first foray into British retail banking today with the launch of a 24-hour telephone service and plans for more than 20 outlets.

The bank, which has already opened one branch and three automated banking centres in London, is attempting to build a global retail network appealing to expatriates and to people who travel widely.

Customers will be able to manage their account around

the world in more than 12 currencies. The bank is expected to launch a personal computer banking system later this year.

"London is a big gap in our network," said Mr Mike Denney, marketing director of global consumer banking in the UK. "The UK is a very mature, very sophisticated market and we recognise that gaining a foothold here was always going to be difficult. The UK consumer is really quite cynical about whether banks can offer a different kind of service. We are never

going to have the size of branch network that the major clearers have because we do not think you ever need it. We encourage customers to use us in whatever way they want."

Citibank has about 500 branches in Europe which already offer the global banking account, including 300 in Germany and 103 in Spain.

At the centre of the operation is a network of sophisticated terminals through which customers can withdraw deposit and transfer money. The Citibank debit card is also

linked to the Visa network.

The bank is targeting "tens of thousands" of wealthier customers with an annual income of at least £30,000 or an initial deposit of £10,000. The account is free of charges to those maintaining a balance over £2,000.

Citibank already has a presence in the UK through its centralised mortgage lending business, which has a portfolio of about £1.3bn (£2.1bn). In the 1970s, it closed a small network of "money shops" which offered savings and lending

services but not full retail banking.

Mr Chris Ellerton, banking analyst at S.G. Warburg, said: "This is the time in the banking cycle when Citibank is profitable and deciding to be expansionary. But the cycle will turn down and Citibank will find problems elsewhere."

He said it was a successful bank, but was sceptical about its foray into UK retail banking. "As for establishing a successful consumer banking business in the UK, experience suggests otherwise."

## Official figures suggest growth may have slowed

By Robert Chote, Economics Correspondent

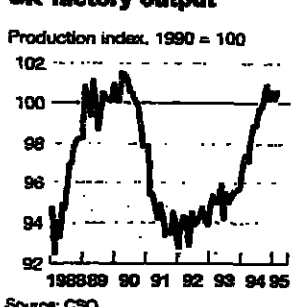
Britain's manufacturing recovery stalled at the turn of the year, official figures suggested yesterday. This implies that growth in the economy may have been much slower in the first three months of 1995 than at any time last year.

Consumer spending and industrial production have both barely changed in recent months, although they remain well up on a year ago. This means that any further interest rate increase aimed at countering the inflationary impact of higher raw material costs would risk further weakening an already slowing recovery.

Factory output rose by 0.5 per cent between January and February, the Central Statistical Office said yesterday. This was slightly less than economists expected and, in spite of an upward revision to January's estimate, leaves output no higher in the three months to February than in the previous three months.

Surveys of manufacturers by the Confederation of British Industry paint a much more upbeat picture, with output reported to be growing

### UK factory output



strongly. Some City economists said the official figures might be under-recording production by smaller companies.

Mr Andrew Cates, economist at brokers UBS, said: "Further upward revisions to manufacturing output remain highly likely in order to bring the CSO's estimates more into line with survey evidence."

Four-fifths of the February increase in factory output reflected higher production in the engineering industry. In the latest three months, output has been strongest in chemicals and weakest in food, drink and tobacco.

Industrial production rose slightly in February, but was 0.3 per cent down comparing the latest three months with the previous three.

## Families reluctant to buy new cars

By John Griffiths

Registrations of new cars fell slightly last month, having risen in February for the first time since September. As with much of the past year, the decline was caused by weak demand from private buyers. Purchases last month for company fleets were 4.2 per cent higher than in March last year.

Statistics from the Society of Motor Manufacturers and Traders released yesterday showed demand from private buyers down 7.2 per cent last month compared with a year before. Total registrations for the month, at 161,849, were 1.8 per cent lower than the previous March's 165,201.

This brought total registrations for the first quarter to 525,364, only 0.77 per cent lower than the 529,436 achieved in the 1994 period.

"These March figures indicate the continuing trends that, while companies continue to invest in new vehicles as the economy grows, retail confidence remains fragile," said Mr Ernie Thompson, the society's chief executive.

The market share taken by imports rose to 59.47 per cent last month, compared with 57.85 per cent a year earlier. For the first quarter they were

### Ford gains while GM and VW decline

REGISTRATIONS OF NEW CARS	Volume	Change	Share	Share
Total market	161,849	-1.8	100.0	100.0
UK produced	73,707	-5.5	45.6	45.6
Imports	108,142	+0.9	54.4	54.4
Japanese makes	23,486	+7.1	12.9	11.8
Ford group	39,330	+2.1	21.8	20.8
- Ford	38,597	+2.0	21.2	20.4
- Jaguar	733	+4.4	0.4	0.4
General Motors	29,220	-0.9	16.1	17.6
- Vauxhall	28,036	-1.5	15.4	17.1
- Saab	1,193	+10.1	0.7	0.5
BMW group	27,624	+1.2	15.2	14.7
- BMW	5,781	+3.3	3.2	2.4
- Rover	21,843	-0.4	12.0	12.3
Peugeot group	22,216	-2.6	12.3	12.4
- Peugeot	14,270	-5.6	7.9	8.2
- Citroen	8,045	+3.3	4.4	4.2
Volkswagen group	16,807	-27.5	8.0	8.1
- Volkswagen	6,292	-29.3	3.5	4.8
- Audi	1,989	-42.1	1.1	1.9
- SEAT	569	-59.1	0.3	0.8
- Skoda	1,957	+64.7	1.1	0.8
Renault	10,717	+5.8	5.9	5.5
Nissan	9,110	+20.3	5.0	4.1
Fiat group	7,792	+28.7	3.8	2.9
- Fiat	6,470	+27.2	3.6	2.8
- Alfa Romeo	316	+226.6	0.2	0.1
- Lancia	4	-74.3	0.0	0.0
Toyota	5,168	-5.1	2.9	3.0
Honda	3,743	+11.4	2.1	1.8
Volvo	4,122	-15.0	2.3	2.8
Mercedes-Benz	2,795	+3.5	1.5	1.4

\*UK holds 50% of total European and has management control

\*\*Includes Range Rover/Discovery

\*\*VW holds 31% of shares and has management control

Source: Society of Motor Manufacturers and Traders

almost exactly three percentage points higher at 59.57 per cent (56.58). Commercial vehicle registration statistics yesterday supported Mr Thompson's contention that businesses are into post-recession vehicle replacement programmes. Total registrations of commercial vehicles in March were 15.35 per cent higher than a year before at 26,125 compared with 22,468.

This lifted the total for the first quarter to 63,822 - a 21.59 per cent rise on the corresponding period of last year.

Ford continued as market leader with BMW's Rover subsidiary and General Motors dropping back - the latter as the ageing Cavalier model continues to lose its appeal as a fleet car. Companies gaining included Honda and Fiat, whose Punto, Cinquecento and new Alfa Romeo 145 models helped raise sales by more than 40 per cent last month.

Lex Page 14  
Daimler-Benz, Page 15

### UK NEWS DIGEST

## Northrop wins \$304m contract

Britain has given Northrop Grumman a £190m (\$304m) contract to develop infra-red countermeasures equipment for transport aircraft and helicopters. The programme is a joint UK-US effort between the Ministry of Defence and the Pentagon to develop and manufacture a new generation of defensive systems which will

dazzle and confuse heat-seeking missiles. Northrop Grumman is the lead contractor, and the system will have a 60 per cent UK content and will be co-ordinated by a project office based in London. Main UK subcontractors include GEC-Marconi and British Aerospace Systems and Equipment. It is expected that the US Department of Defense and the US Special Operations Command will also place orders for the system.

Bernard Gray, Defence Correspondent

Dispute will not delay trains, says Eurostar

Passengers using Eurostar trains through the Channel Tunnel from England to France and Belgium could face delays next week because a meal allowance for UK immigration officers has been

halved. Eurostar's UK operator, European Passenger Services, said it expected no problems for customers even though immigration officers will refuse to check passports on trains. This will mean "queues and inevitable delays" said the civil service union NUCPS, which represents about 45 of the 65 immigration officers based at Waterloo International in London. Immigration officers are regularly obliged to stay overnight in Paris or Brussels. Until recently, they were allowed to claim the standard Ffr240 (\$50) allowance available to all civil servants. This has been cut to Ffr116 since March 1.

Charles Batchelor, Transport Correspondent

Backers of freight rail line to France raise cash

Central Railway Group, which is promoting a 300km freight railway line from the English Midlands to the Channel tunnel, has raised enough money to finance further work. Its

flatbed wagon route would be the first new rail line to be built in mainland Britain for more than 50 years. However, the backers of a rival scheme to carry trucks on rail wagons announced that they would begin using prototype wagons between London and Scotland early next spring. One of these backers, Transrail, an offshoot of the state-owned rail network, said the American-made wagons would carry low road trailers. Full-height trailers will require modifications to bridges and tunnels, and plans to raise and widen tunnels are under study.

Charles Batchelor

Plan for civilian use of RAF base is dropped

The Government has abandoned plans to create a civilian section at the Royal Air Force airfield at Northolt in west London to relieve increasing pressures on business aviation at Heathrow. Mr Brian Hawthorne, transport secretary, said the government would consult the business aviation industry on how services at Northolt could be improved. At the moment Northolt is often used by official flights for politicians and diplomats. Erel News

Union fails to halt bank pay deal in Ireland

Ireland's main banking union failed to win an order from a court in Northern Ireland to prevent Northern Bank, a subsidiary of National Australia Bank, from implementing a performance-related pay deal. The bank is asking 600 clerical and junior management staff to take cuts of up to £5,000 (\$8,000) in their annual salary in exchange for lump-sum compensation which the bank claims is as much as £19,000 in some cases.

The deal, which has already been agreed with executives and managers, was overwhelmingly rejected by a ballot of members of the Irish Bank Officials' Association.

John Murray Brown, Belfast

Soccer coach Cantona: French soccer star Eric Cantona has created a coaching programme for children as part of the 120-hour community service to which he was sentenced for attacking a fan. Cantona, who plays for Manchester United, is expected to coach up to 700 children in a private gymnasium "away from media pressure".

Racecourse warning: Police believe animal rights activists will attempt to disrupt the Grand National horse race on Saturday with fireworks and flares. More than 300 police and security staff are protecting the track, and police said their defences were already being "probed" by activists.

Pigs trigger alarms: An airliner heading from London to South Africa was forced to turn back and make an emergency landing after 72 pigs triggered its fire alarms. More than 300 people were also on board the South African Airways plane when the pigs' urine, gas and body heat set off the alarms. "The collective heat and methane that 72 pigs give off caused our alarms in the hold to activate," said the airline.

### BUSINESSES FOR SALE

#### STATE PROPERTY AGENCY

### INVITATION TO BID

The State Property Agency (SPA) invites a one round open tender for the sale of its 100 percent share in Dorotya Vagyonkezelő és Szolgáltató Kft. (Dorotya Asset Managing and Service Ltd.)

The company's only property is the so-called 'Gerbeaud House'.

The sale of Dorotya Kft. includes all the equipment of the Gerbeaud confectionery and the lease right of the SPA to the premises of the confectionery. The trademark 'Gerbeaud', registered with the Országos Találmányi Hivatal (National Patent Office), owned by the SPA is also on sale. The winner of the tender will have the right and the obligation to use the trademark.

Bids can only be submitted for the assets and property rights together. Bidders will have to undertake to continue the operation of the historic Gerbeaud confectionery in its present traditional environment.

Bids must be submitted to the address below in five copies in a sealed envelope, not bearing the sender's name. The envelope must be marked: "Dorotya Kft. pályázat".

Bidders must deposit HUF 30,000,000 as retention money.

The detailed tender conditions and the information brochure on the company (property) are available for HUF 25,000 plus VAT at the Customer Service of the State Property Agency (Budapest, 1133 Pozsonyi út 56. ground floor).

The purchase of the tender documents is a precondition of participation in the tender. Ontaking over the tender documents bidders must also sign a declaration of secrecy.

Date and place of submission:  
June 07, 1995, between 12 a.m. and 2 p.m.  
State Property Agency  
Budapest 1133 Pozsonyi út 56. 8th floor, room 804

The State Property Agency reserves the right to declare the tender unsuccessful. Bids must be binding for a minimum of 90 days from the date of submission.

For further information please contact:  
Mr. Mihály Kádár  
Chief Counsellor  
State Property Agency  
Industry Privatization III.  
Phone: (36-1) 269-8600/1117

### HUNGARY: PRIVATISATION GOES ON

#### KIDSONS TRIPLE

The Joint Administrative Receiver,  
G.F. Wilson & P.M. Whitelaw of  
Messrs Kidsons Triple offer for sale the  
business and assets of:

### B S & S RIGBY (WHOLESALE BUTCHERS) LIMITED

- Modern purpose-built Abattoir, meat cutting and cold storage plant.
- E.E.C. Export approved.
- Blue Chip customer base.
- Turnover for 12 months to 31st August 1994 \$9.8m.
- Freehold premises in Cheshire.

Ref: RICH  
EDWARD SYMONS & PARTNERS  
Rational House, 40 Bridge Street, Manchester M3 2BN  
Tel: 0161-832 8454

### CALL FOR EXPRESSION OF INTEREST FOR THE PURCHASE OF THE GROUPS OF ASSETS OF 'HYMORTX HELLAS S.A. of Athens, Greece

"ETHNIKI KEPHALEOU S.A. Assets and Liabilities", of 1 Stoulousson St. Athens, Greece, in its capacity as Liquidator of "HYMORTX HELLAS S.A.", a Company with its registered office in Athens, Greece (the "Company"), presently under special liquidation according to the provisions of Article 46a of Law 1892/1990 by virtue of Decision No. 5104/94 of the Athens Court of Appeal, invites interested parties to submit within twenty (20) days from the publication of this notice, non-binding written expressions of interest for the purchase of one or more of the groups of assets described below, each one being sold as a single entity.

#### BRIEF INFORMATION

The Company was established in 1958. On 7.11.94 it was placed under special liquidation according to the provisions of article 46a of Law 1892/1990. Its activities included the production of fruit juice, tomato paste, tomato juice, compotes, vegetables and whole tomatoes (canned) and fruit juices.

#### GROUPS OF ASSETS OFFERED FOR SALE

- A factory, standing on a plot of 8,530 sq.m., located in Tirmasos, together with the machinery and mechanical equipment contained in it.
- A plot of land equal to 2,095 sq.m., located in Thessaloniki, together with the buildings standing on it (formerly a factory).
- Agricultural plots of land (6) covering a total area of 383.2 sq.m. in Xerokabos.
- Agricultural plots of land (3) covering a total area of 212.3 sq.m. in Lebena, N. Ellas.
- Agricultural plots of land (3) covering a total area of 241.4 sq.m. in Savalla, N. Ellas.

The above agricultural plots of land are being rented by third parties.

#### SALE PROCEDURE

The Company's assets will be sold by way of Public Auction in accordance with the provisions of Article 46a of Law 1892/1994 (as supplemented by art.14 of Law 2000/1991 and subsequently amended) and the terms set out in the call for tenders for the sale of the above assets, to be published in the Greek and foreign press on the dates provided by law. This is the third Auction to take place.

#### SUBMISSION OF EXPRESSIONS OF INTEREST - OFFERING MEMORANDUM - INFORMATION

For the submission of expressions of interest, as well as in order to obtain a copy of the Offering Memorandum for each one of the above groups of assets, please contact the Liquidator "ETHNIKI KEPHALEOU S.A. Administration of Assets and Liabilities" 1 Stoulousson St., 105 61 Athens Greece, Tel: +30-1-523.14.84-7, fax: +30-1-321.79.05 (attention Mrs. Maria Frangaki) or the Liquidator's agent, Mr. Konstantinos Kyriakos, 120 Solonou St. Athens, Tel: +30-1-361.68.29.

### Deloitte Touche Tohmatsu International

The Liquidator offers for sale the assets of the above company which designs and manufactures home entertainment, multimedia, personal computer and image processing equipment. The assets include the right title and interest to all of these companies' intellectual property, including technology, trademarks, patents, copyrights, and know-how and inventory comprised of finished goods, spare parts and microchips. Bidders will also be given the opportunity to purchase the outstanding shares of CBM Canada Ltd.

The benefits of acquiring these assets include:

- World Wide Recognition: Commodore and Amiga names have achieved world wide recognition, as evidenced by the installed base of over 17 million units.
- Strength of Technology: The unique Amiga technology includes a high performance, low overhead true multitasking operating system and a state of the art multimedia engine with superior graphics and animation ability. The technology can be used to create powerful interactive multimedia presentations, ideal for embedded applications.
- Support from Third Party Developers: An active worldwide group of hardware and software developers continue to create world renowned products.

These assets will be auctioned on April 20th, 1995 at the offices of Fulbright & Jaworski LLP, 666 Fifth Ave., NY, NY 10101, pursuant to an order of the United States Bankruptcy Court. Given the expression of interest already received, only those prospective purchasers who are able to assess the business and complete a purchase within a short period of time should respond.

An information packet is obtainable by contacting Miss Nadine Kuvcke at Deloitte & Touche LLP, 180 N. Stearns Ave., Chicago, IL, USA.

Tel: (312) 946-2257. Fax: (312) 946-3600.

### FOR SALE

Manufacturing Company in the business of signs

Established Portfolio of National contracts with long term growth

Operating from purpose built factory in good geographical position. Extensively equipped workshop and installation fleet.

Turnover in excess of 1.5M.

Audited gross profit in excess of £250K

Offers over £1.5M to include freehold factory and vehicles.

Write Box 53825, Financial Times, One Southwark Bridge, London SE1 1HL

### FOR SALE

Employment Agency  
Established 20 Years  
Turnover Approx. £1.3 Million.  
Profit Approx. £210,000.  
Excellent Potential for Expansion.

South London Location.

For further information please contact:  
Daniel E. Blythe, FCA  
Colman, Arnold & Co.  
13/17 New Burlington Place  
London W1X 2BP  
Telephone: 0171 734 1362

### FOR SALE BY TENDER LAND AND BUILDINGS (Approximately 7 Acres) AT FINEWOOD SIDINGS, NEAR WELLINGBOROUGH, NORTHANTS

Formerly used for the manufacture, sale and distribution of concrete products but may be suitable for a variety of B2 uses

For further details contact:  
Mr G C Storey (between the hours of 8.30 a.m. - 5.00 p.m.)  
Tel: 01530 510088 Fax: 01530 815747

### BUSINESSES FOR SALE

Appear in the Financial Times on Tuesdays, Fridays and Saturdays.

For further information or to advertise in this section please contact:

Karl Lounston on 0171 873 4780 or  
Lesley Sumner on 0171 873 3308

### COMMERCIAL PROPERTY

#### HILLSIDE TUSCAN VILLAGE NR LUCCA

Five 18 century houses and owner's apartment. Operated as holiday rental business. Attractively restored in traditional style, fully furnished & equipped.

Tel: 01271 882563  
Fax: 01271 883303



## MANAGEMENT

Complaints that MBA graduates were arrogant, narrow and shallow have led to a radical overhaul, writes Victoria Griffith

## Re-engineering for business schools

This autumn, a radically revamped programme awaits the crop of Harvard Business School freshmen heading for Boston, Massachusetts.

Before classes begin, students will face a week of orientation during which the concept of "teamwork" will be drilled into them. Grades in many courses will be largely based on group projects. In order to raise awareness of outside issues among students they will be strongly encouraged to engage in community service - such as tutoring poor students in the inner city or painting houses for the elderly.

Specialisation will be forbidden in their first year, as the school emphasises a broad range of required management courses.

The changes at Harvard are part of a business school revolution that is metamorphosing MBA programmes across the US. Referred to by some as "curriculum re-engineering", business schools are embracing new, experimental approaches. "Sometimes business schools, like companies, have to redesign their product," says Louis Corsini, dean of the Graduate School of Management at Boston College.

After a heyday in the late 1980s, business schools took a sharp downturn a few years ago. The number of applicants taking entrance examinations peaked at 304,000 in 1990, according to the Graduate Management Admission Council (GMAC), which administers the tests. Two years later those numbers had fallen to 255,000.

The problem, say observers, was bad management. Customers - the companies, consulting groups and banks that regularly recruit at the schools - complained they were getting an inferior product when they hired business school graduates. Even top-tier universities were berated for failing to produce appropriate candidates.

Business school graduates had a shortage of interpersonal skills, said recruiters. Many of them had difficulty working in a team and displayed arrogance and insensitivity to co-workers.

"It used to be that the first thing you heard from a business school recruit's mouth was the word 'I'," says Jack Leone, head of worldwide recruiting for Procter & Gamble. "It was also the second and third thing you heard."

The private sector lobbied other criticisms at the business world as well. Graduates had concentrated too heavily on a single area, such as marketing and finance, recruiters complained, and were not as adaptable as they needed to be. They were also ill-equipped to cope with the increasing pressures of globalisation. They rarely spoke a foreign language, and their knowledge of other countries' business cultures and economies was shallow.

At the same time, business schools faced a rapidly changing market. Middle management positions, which had been filled by many business school graduates in the past, were vanishing and graduates did not have the entrepreneurial skills necessary to take the reins of small corporations, which were rapidly growing in number.

With a shrinking pool of applicants and a dissatisfied customer base, many business schools decided something must be done. They decided to



Radical revamp: Harvard Business School is trying to make sure its student profile is as diversified as possible

practise what they had been preaching. They consulted recruiters, chief executive officers, alumni and professors to find out what needed to alter, then went about changing it.

One of the first shifts that many schools made was in the admissions process. Rather than rely primarily on general test scores and undergraduate performance, a number of schools now place a greater emphasis on recommendations and interviews. Wharton, one

of the first business schools to overhaul its system, now insists on interviewing nearly every candidate for admission.

Harvard takes a closer look at applicants' extra-curricular activities and tries to make sure its student profile is as diversified as possible. "If they can get along with people from all over the world, of different races, and religious backgrounds, then they'll get along better in

business," says James Cash, chairman of the MBA programme at Harvard.

Team activities are also a significant focus. Under a new curriculum programme starting this autumn, Boston College's management school, for instance, will organise classes around group projects in which every student assumes a different role, such as leader, facilitator or innovator. Roles shift as the semester progresses, and at the end of the

term, each student must evaluate each other's performances.

Inter-disciplinary studies are being increasingly emphasised, say the schools. Professors are being brought in from other universities departments, such as psychology and international politics. Rather than focus on a single subject, such as finance and marketing, students are being encouraged to become generalists.

Dual degrees - medicine and business, or engineering and business, for example - are also increasing. However, in promoting too many dual degrees, business schools worry about second-guessing the market. "Today's industry winners may be tomorrow's losers," says Glenn Hubbard, Assistant Dean at the Columbia Business School.

Globalisation is a recurring theme. Columbia University, for example, instils an international element into each of its MBA course offerings. Technology is coming to the fore as well. Many schools now require students to own a personal computer, and multimedia techniques are beginning to be incorporated into classrooms.

To cement their ties with the private sector, business schools are promoting internship programmes, for example. And to raise awareness among students who may soon be earning six-digit salaries, a number of schools - Wharton, Columbia and Harvard, for instance - are encouraging students to participate in community service.

The US business schools hope their self re-engineering will make their products hot commodities once again. It is still early days, but so far the customers seem happy with the changes. Recruiters, who are just beginning to work with graduates of overhauled programmes, say they are already noticing a shift in the mentality of their recruits.

"The emphasis on leadership and teamwork is showing through already, although work still needs to be done on the globalisation side," says Jerome Vascellaro, director of recruiting for consulting group McKinsey. Students are also giving the re-engineering efforts a thumbs-up. Applications at the top-tier schools, which have been most aggressive in curriculum changes, have risen markedly. Applications at Stanford alone, for instance, are up about 50 per cent over last year.

But the business schools cannot relax. Like the private sector they supply with managers, the universities must constantly adapt to an ever-changing world. "The curriculum changes are not over," says Thomas Gerrity, dean of Wharton. "They will never be over, because if we have learned anything over the past few years it is that constant evaluation is the way to go. Things change in the market and you have to be prepared for that."

The curriculum overhauls that have taken place so far are also by no means across the board. "In some cases we see a big change," said Leone. "Other schools still have a lot of work to do."

## Office work for benchmarkers

Simon London on attempts to compare use of property

Property accounts for about 40 per cent of company assets and, typically, about 10 per cent of operating costs. Organisations using their buildings efficiently should, therefore, have a competitive edge.

The snag is that managers have had no way of knowing whether they are using property more or less efficiently than their peers. The practice of comparing property performance between companies - benchmarking - has often foundered on the lack of reliable data.

Companies such as Bank Xerox have tackled the problem by sharing information on property costs with a select group of competitors. Similar benchmarking "clubs" exist in industries such as food retailing and information technology.

Big firms of surveyors such as Hillier Parker and DTZ Debenham Thorpe have also set up clubs, collecting and analysing information from their clients across a range of industries.

Hillier Parker's benchmarking club was set up at the end of last year. The firm collects data from nine club members, concentrating on office property.

"Rents, rates and facilities costs are much higher for office property than for industrial space."

Benchmarking offices will lead to the greatest potential savings," says Chris Boulton of Hillier Parker.

The first batch of data collected by Hillier Parker has produced some telling comparisons. Members of the club pay, on average, £2.50 to £3.25 per sq ft in rates. Yet one of the members has an average rates bill of £6.50.

"Looking at the location of their properties there is no obvious reason for such a large difference. This is clearly an area for potential savings," comments Boulton.

However, most benchmarking clubs are relatively small. Plans for a new Occupational Property Databank, collecting data on thousands of properties from dozens of occupiers, could lead to benchmarks based on a much wider spread of data.

"There are lots of clubs collecting bits and pieces of data but nothing standardised across the property market. We are hoping to rectify that," says Christopher Hedley, who is setting up the project for the Investment Property Databank, which already runs performance

measurement services for institutional investors in property.

Fourteen companies, including Barclays, National Westminster, Eagle Star, Sears, BT and British Gas, have agreed to supply information on 25,000 properties to the occupational databank.

IPD hopes that companies from sectors which are not represented, such as food retailing, will join in as the project gains credibility.

Initially, the new databank will collect 50 variables from the companies, delivered by electronic transfer. The plan is to evolve benchmarks covering four main areas:

- Property costs, including space and detailed information on rents and rates.
- Utilisation of property: space per employee and broad measures of efficiency such as turnover or transactions per square metre.
- Estate management costs: how much it costs companies to manage their property.
- Asset performance, the rate of return companies achieve on property investment and the capital value of occupational properties over time.

The biggest danger in property benchmarking is that companies will focus on numerical measures, such as cost per square foot, without considering the impact on productivity or staff morale or asking why variations in performance arise.

For this reason, many of the companies joining the new databank hope it will lead to greater informal communication between the participants as well as quantitative benchmarks. "We are looking for information on best practice as well as costs. I hope the IPD will bring opportunities to network with other companies," says Mark Smith, group premises manager at Eagle Star, the insurance company.

Hedley would eventually like to run standardised staff satisfaction surveys among databank members as a proxy for productivity. "It has never really been possible to tell a good building from a bad building. This is a particular problem for developers who would like to charge more for what they believe to be a better product," he says.

In the meantime he believes the databank will stimulate debate and discussion, helping companies to arrive at the best way of organising their property management.



If you're the kind of person who enjoys the challenge of growing markets, best fly Swissair Asia\*. We now fly twice a week from Zurich to our latest destination, Taipei. Time is everything. swissair+

Until June 30, 1995. Qualifier members will be credited with double miles for this flight. a subsidiary of Swissair

### PROPOSALS FOR ARRANGING REGISTRARS/MANAGERS AND UNDERWRITERS TO THE OFFER FOR SALE OF THE GOVERNMENT OF SRI LANKA'S (GOSL) STAKE IN THE ORDINARY SHARES OF THE NATIONAL DEVELOPMENT BANK (NDB) TOGETHER WITH THE HOLDING OF SHARES IN NDB BY THE CENTRAL BANK OF SRI LANKA.

Proposals are invited from Financial Institutions of International repute to arrange for Registrars/Managers and Underwriters to the offer for sale of: (a) 2,625,000 ordinary shares of Sri Lanka Rupees Ten each representing the 15% holding of GOSL in NDB; and (b) the shares referred to in (a) together with the 1,725,000 ordinary shares representing the 10% holding of the Central Bank of Sri Lanka in NDB. Your sealed quotations should be submitted by 4.00 pm on Monday, 15th May 1995, addressed to the Chairman, Public Enterprise Reform Commission, and delivered to the 30th Floor, Bank of Ceylon, Head Office Building, Colombo 1, Sri Lanka, with the envelope marked on the top left hand corner as "National Development Bank Ordinary Shares Offer for Sale".

### PROPOSALS FOR ARRANGING REGISTRARS/MANAGERS AND UNDERWRITERS TO THE OFFER FOR SALE OF THE CONVERTIBLE STOCKS OF THE NDB HELD BY GOSL

Proposals are invited from Financial Institutions of international repute to act as Registrars/Managers and Underwriters to the offer for sale of the Sri Lanka Rupees 100,000,000 worth of convertible stock carrying a coupon rate of 12% per annum, convertible into equity at par (Rs. 10/-) in 1999. Your sealed quotation should be submitted by 4.00 pm on Monday, 15th May 1995, addressed to Chairman, Public Enterprise Reform Commission and delivered to the 30th Floor, Bank of Ceylon, Head Office Building, Colombo 1, with the envelope marked on the top left hand corner as "National Development Bank Convertible Stock Offer for Sale".

The Government of Sri Lanka has embarked upon a wide ranging programme of public enterprise reform.

For further details on either of the above transactions, or on the programme as a whole, please contact the Chairman, Public Enterprise Reform Commission, on Fax Number: 94-1-447174.



Theatre/Alastair Macaulay

# Enchanted by Juliet in a lively setting

Imagine Alice, not in Wonderland, but in love. In Adrian Noble's new Victorian-dress staging of *Romeo and Juliet*, Lucy Whybrow gives us a Juliet we have never encountered before - and yet a Juliet we seem always to have known.

She is a precocious and well-tutored girl with an inquiring mind; the usually gentle and obviously promising child of an eminently respectable family, in love with words; often amused by herself and her surroundings; terribly impatient with the Nurse's long-winded ramblings, and terribly impatient when waiting for news; with a stubborn need to puncture nonsense and hypocrisy; but with a still childish, headstrong, determination to have her own way; clever and witty in defying her father ("How, how, chopped logic?" he replies scornfully); and with a naughty child's deviousness in finally circumventing her family.

Her feet are firmly planted, most of the time, her stance erect, her fair hair pouring down her shoulders. Her eye is bright with intelligence, her charmingly toothy mouth is wide with witfulness, her chin is dimpled with vulnerability, her voice is high and clear with youth; everything is characterful and expressive and fresh.

There is no conventional Romantic lyricism in her. Soliloquising ("wherefore art thou Romeo?") on her balcony, she is still a bookish girl, trying more to articulate her feelings than to release them; but as soon as she spots him, she is caught up pell-mell in spontaneous excitement.

She can talk at extraordinary speed, rattling through an over-excited series of five or six scornful questions and exclamations to the Nurse in a single prestissimo breath.

Sure, she begins to grow up during the story. "Some word

there was, worse than Tybalt's death. That murdered me" and "I'll to my wedding bed And death, not Romeo, take my maidenhead" are lines when we hear the first notes of new maturity in her; but she is still a child at the end.

Great emotion tends to transfix her; but in the rushing storm of emotion that assails her with the news of Tybalt's death and Romeo's banishment she is finally driven, in a wholly astounding episode, first to attack the Nurse, then at once to recoil, finally to fall backwards on to the floor, all amid a rising flood of helpless, tormented words.

Noble's production, though it has several incidental faults, is wonderfully fresh and absorbing. Everyone onstage inhabits the same small urban world,

*In spite of several faults, everyone onstage inhabits the same small urban world, characters really seem to know each other intimately*

characters really seem to know each other intimately, and several characterisations are as innovative as Whybrow's so illuminating Juliet.

The setting is Verona in Victorian times, with open-air cafes, men in suits and neckties, women in crinolines. Romeo, Mercutio and Co put on commedia masks to go to the Capulet ball, where the Brindisi from Verdi's *Traviata* is among the tunes played. The civil guard carry muskets, but the Capulets and Montagues still fight with swords.

Romeo, though more adult in garb, is very much the Montague counterpart to Juliet: literary, refined, well-groomed, intoxicated by his first taste of adult life, childishly petulant when he cannot get his way.

His relationship with Friar Lawrence is the equivalent of Juliet's with the Nurse (and both are the result of insufficient parental intimacy); I have never seen this so clearly shown.

But Zubin Varla's performance is more contrived than Whybrow's; he works too hard to achieve a high, light, dry, adolescent vocal sound (with upward falsetto squeaks in temper) and his big speeches tend towards stagey generalisation. But he is charming, bright, impetuous, and he plays to everyone around him with fine concentration.

Mercutio is helplessly loquacious, with a compellingly neurotic brightness, vulnerable in his boyish devotion to his male friends; a first-rate performance by Mark Lockyer.

Susan Brown is a wry Nurse who cannot help but plaudisise and incline towards the most comfortable solution, a tidy lady's maid, scarcely middle-aged, utterly charming in her scenes with the oh so different Juliet.

Likewise, Julian Glover is a comfortable, well-meaning Friar Lawrence (with a Scots accent just like Sean Connery's) who runs too late the disastrous events in which he has been involved.

Christopher Benjamin and Darlene Johnson are a highly genteel, cultivated Capulet couple; her playing in the end is rather too artificial, but his tender, wise, detailed interpretation nicely departs from the way he played some of the same lines as fruity Mr

Crummles in the RSC's 1980-81 *Nicholas Nickleby*. Jeffery Dench (Montague and Apothecary) and Michael Gould (scholarly, bespectacled Benvolio) are among the other successful pieces of casting; but Christopher Robble (Chorus, Escalus and Cousin Capulet) has some muzzy diction, and Paul Bettany is a handsome but too vague Paris.

Hugh Vanstone's lighting has the height but not the warmth of Italian daylight. Kendra Ulyart's costumes are handsome and elegantly detailed, her sombre sets simple but somewhat too blank. Sue Lefton's dances are perfect in their lively detail and period accuracy; but my only serious problem with the evening as a whole (as at several other RSC productions in recent years) is with whoever allows or encourages the actors to emphasise a very few "characterful" movement motifs.

Thus Romeo stamps his right foot in temper, hoists his left knee when in need of comfort, Lady Capulet lets her wrists "break" in scenes of domestic alarm; Juliet stretches her right arm in rhetorical climax or extends her left arm with the elbow at an unusual oblique angle; and so forth. This concept of body language is too neat and reductive.

The story moves briskly (the play is cut to play in three hours, with interval); Romeo kills Tybalt in a very few seconds.

This is the first *Romeo* in years where my eyes started with tears at several points, and where the play - one of Shakespeare's dramatically simplest - held me riveted from first to last. It makes us see Shakespeare's most celebrated pair of lovers by an utterly new light; and Whybrow's Juliet is an enchantment.

In repertory at the Swan Theatre, Stratford-upon-Avon.



Lucy Whybrow in 'Romeo and Juliet': precocious and well-tutored girl

## ENO fights back

Crisis, what crisis? With the critics sharpening their invective on recent productions, and an Arts Council report into the future of the lyric theatre in London carrying a sub-heading "Reduced role for the ENO", Dennis Marks, the general manager of English National Opera, has come out fighting.

The critics might have slaughtered *Life with an Idiot* and *Don Giovanni* but, according to Marks, the audience at last Saturday's premiere of the Schnitzke roared their applause, and bookings for the Mozart are above target.

Marks also gave the impression that, as it plans the future provision of opera, the Arts Council was coming round to his view that the closure of both ENO at the Coliseum and the Royal Opera at Covent Garden at the same time for pre-millennium renovation would not be a disaster.

The council commissioned a report, chaired by Dennis Stevenson, which strongly recommended that the ENO delay its rebuilding plans until the next century - in other words accept junior status to Covent Garden. But Marks announced that negotiations were already well advanced to quit the Coliseum in March 1997, move to the nearby Lyceum Theatre until the end of that year, and then spend some months at Sadler's Wells before returning the ENO to a modernised Coliseum.

To strengthen his hand with the council, which would have to pay the extra costs of such a plan, Marks reported improved results for 1994-95: the ENO deficit was marginally reduced to £3.1m and attendances were 18 per cent higher, at a paid capacity of 71 per cent.

For the season starting last September things are even better with attendances up 31 per cent, to the highest level since 1988-89. While Stevenson had doubted that London could sustain two opera houses, Marks pointed out that attendances this season at both were 80 per cent of capacity, and more.

But the criticism of the *Don Giovanni* has changed minds. Its director, Guy Joosten, was to have been in charge of next season's new *Turandot*. Now Marks hopes to bring in the acclaimed David Hockney production from the US.

The 1995-96 season has a popular ring to it with new productions planned of *Carmen*, directed by Jonathan Miller, *Die Fledermaus*, *La Belle Hélène*, re-named *Helén* goes to Paris and with a script by Michael Frayn; *Salome*, produced by David Leveaux, and Mark Elder conducting his first *Tristan und Isolde*. Purcell's tercentenary is celebrated with *The Fairy Queen* and the only contemporary work is *The Prince of Homburg*, to honour Henze's 70th birthday. Three-quarters of the seats at the ENO next season will be held at current prices. The top prices in the stalls and dress circle are raised by £2, giving a peak price of £47.50 (£50 on Saturday). Almost 60 per cent of the seats are still £25 or less.

Antony Thornicroft

Sponsorship/Antony Thornicroft

## Now for something completely different, please

Suddenly some of the shine seems to be disappearing from arts sponsorship. The overall spend, around £70m a year, may not be falling, but now sponsors want something different for their money. They increasingly look for a marketing slant, a tailor-made promotion with some media pay-off. This is making life hard for traditional arts organisations, especially the festivals and opera and dance companies.

There is no problem about new sponsors. The government financed Pairing Scheme, which this year gives £5.5m to bolster the contribution of first-time sponsors, will be eagerly taken up through the involvement of smaller and regional companies. But many long-term sponsors are reluctant to hand over cheques passively. They want a quantifiable benefit.

This is shown in the growing sponsorship of programmes on the media, especially on Classic FM; in the devising of new specifically branded sponsorships, like the Monthlanc Prize for Culture which is worth £25,000 and has just been awarded to

the composer Gian Carlo Menotti; in the discussions taking place between sponsors and orchestras which involve tours to towns targeted by the companies; and in deals like Absolute's funding of the *Take me - Ten Years* conceptual art show at London's Serpentine Gallery.

Absolut co-operated with the Independent on Sunday to ensure that every reader received a work of art created by one of the exhibiting artists. It also ensured that this was the first sponsorship on the Internet.

This search for novelty, for sponsorship as marketing, could be regarded as a good thing, as livening up the business.

A bigger threat is posed by the arrival of the National Lottery and the demands this makes on arts applicants to assemble some match-funding. Companies which are traditional sponsors are an obvious source for this money, but any cash they give to bolster a lottery application may well be cash earmarked by the same sponsor to underwrite performances.

Adding flesh to this unease comes

news of two big sponsorships aborted, one permanently.

Lloyds Bank planned to sponsor the Knebworth rock festival this summer but the proposed line-up of acts was not reckoned to be earth shattering. Lloyds has delayed the sponsorship for a year to gather bigger names and give itself more time to market the charity concert.

It is now scheduled for the summer of 1996 and Lloyds will invest £1m, much of it on promotion.

Mazda's first foray into arts sponsorship - a planned £250,000 deal with the Stately Homes Music Festival - has proved disastrous.

Reaction of its car dealers on the ground was not favourable and the festival got into financial trouble with its winter season. The artistic director, Julian Lloyd Webber, resigned, the festival ceased trading and Mazda has lost money.

It proves the dangers of sponsoring a commercial operation. There is no possibility of the subsidised Royal Shakespeare Company or the Royal Opera House going out of business.

The RSC has, in fact, just completed its annual visit to Newcastle, its 19th, and, as ever, it went down a storm. But it was tough and go.

For three years Northumbrian Water acted as chief sponsor but was reluctant to shoulder the burden indefinitely. With a £150,000 gap in the funding, the RSC was courted by two other cities anxious for the prestige, and the commercial spin-off, from a visit. In the end the Sponsors Club, a group of 13 companies and organisations in the north-east, saved the day.

The north-east has a weak industrial base. Few firms have their headquarters there. So local companies keen to support the arts have learned to muck in. In 1991 they formed a Sponsors Club, the only one in the UK, to help ensure that relatively little goes a long way.

Apart from backing the RSC the club's greatest achievement is the Awards Scheme. Members pay £5,000 a year (backed by £10,000 from Northern Arts) which funds an incentive scheme. Any new arts sponsor in the region is matched £1 for £1 up to £4,000. Since virtually all

such sponsors also qualify under the government's Pairing Scheme, arts organisations receive £2 for every £1 pledged. This has generated an extra £500,000 for the arts in the region and introduced more than 50 companies to sponsorship.

Typical is Sherricks, a Hexham hairdresser, which put £3,000 towards a visit to the town by London Contemporary Dance. With the extra £5,000 this pulled in, staff were thanked with tickets; customers invited to the performance; discounts offered to the audience; and local schools benefited from classes by professional dancers.

Members of the Sponsors Club include BT, Fujitsu, Newcastle Breweries and Procter & Gamble. Unfortunately two leading players, Northern Electric and Northumbrian Water, have recently come under siege from companies outside the north-east. Although the club has potential new recruits in ICI, Nissan and Rolls-Royce, it could ill afford to lose them.

Hugo Boss, the German-based men's fashion company, has signed a five-

year sponsorship deal with the Guggenheim Foundation in New York. It is the largest commitment in the museum's history, according to Guggenheim director Thomas Krens. The undisclosed sum, believed to be around \$6m (£3.6m), will support 15 projects - two or three big exhibitions a year, an education programme, an annual award for young artists, and the promotion of art in new media.

The first collaboration is on a Ross Bleckner show opening on May 14.

Canary Wharf has given a fillip to the art market, with new tenants in the Docklands complex filling their office space with paintings.

Texaco assembled a famous collection and now Credit Suisse, which has just moved in, has invested around £500,000 in art. Bridget Brown acted as consultant and among her commissions are a 30m-long glass wall with sculptures by Bruce McLean on the theme of food and drink; a wall drawing for the boardroom by Sol LeWitt; and sculptures of giant pens and pencils by Tony Cragg.

## INTERNATIONAL ARTS GUIDE

### BALTIMORE

**THEATRE**  
Center Stage Tel: (410) 685 3200  
● Hannah Senesh: written and directed by David Schachter, music composed and arranged by Steven Lutvak. An adaptation of diaries and poems by an Hungarian Jewish woman in Nazi occupied territory; 8pm; to Apr 23 (Not Mon).

### BERLIN

**OPERA/BALLET**  
Deutsche Oper Tel: (030) 34384-01  
● Aida: by Verdi. Conductor: Stefan Soltesz, production by Götz Friedrich; 7pm; Apr 14  
● L'italiana in Algeri: by Rossini. Conducted by Ion Marin/Carlo Ritz, produced by Jérôme Savary; 7.30pm; Apr 8, 12  
● Oleg: music by Tchaikovsky. Premiere at this venue, choreographed by John Cranko, produced by Reid Anderson and Jane Bourne; 7.30pm; Apr 9 (7pm), 11  
● The Girl of the Golden West: by Puccini. A new production

conducted by Paolo Olini and produced by Frank Corsaro. Soloists include Galina Kallina and George Fortuna; 7.30pm; Apr 7  
Staatsoper unter den Linden Tel: (030) 200 4762  
● Der Rosenkavalier: by Strauss. Nicolas Brieger directs this new production. The sets are designed by Raimund Bauer and Donald Runnicles conducts; 8.30pm; Apr 8, 13

### LONDON

**CONCERTS**  
Barbican Tel: (0171) 638 8891  
● Royal Philharmonic Orchestra: with soprano Christine Brewer. Jane Glover conducts Schoenberg, Strauss and Mozart; 7.30pm; Apr 13  
● Yo-Yo Ma: cellist with the London Symphony Orchestra. Sir Colin Davis conducts Tippett and Elgar while Leon Kirchner conducts the UK premiere of his own "Music for Cello and Orchestra"; 7.30pm; Apr 12  
Queen Elizabeth Hall Tel: (0171) 328 8800  
● Andreas Haefliger: pianist plays Beethoven, Schubert and Mussorgsky; 8pm; Apr 9  
● Cammina Quartet: with pianist Andreas Haefliger plays Beethoven, Debussy and Brahms; 7.45pm; Apr 10  
Royal Festival Hall Tel: (0171) 328 8800  
● Bach: St. Matthew Passion: with the Bach Choir and the English Chamber Orchestra. Sir David Willcocks conducts; 11am; Apr 9, 11  
London Choral Society: Jane Glover conducts Handel's "Messiah"; 8pm; Apr 14

● Michael Nyman Band: with the Orquesta Andalusia de Tetuan. Special concert in which Nyman reworks music from his career and writes for a group of virtuoso musicians who have an understanding of his work; 8pm; Apr 8  
● Piano, Orchestra and Band: Martyn Brabbins conducts the Michael Nyman Band, The Philharmonia Orchestra and pianist Kathryn Stott plays Nyman's "The Piano Concerto" and the UK's premiere of "MGV-Musique Grande Vitesse"; 7.30pm; Apr 13  
● The London Philharmonic: with clarinetist Emma Johnson. Martyn Brabbins conducts Walton, Barber, Dancoworth, Wall and Gerstwin; 7.30pm; Apr 7  
GALLERIES  
Royal Academy Tel: (0171) 439 7438  
● Poussin: more than 90 works by the French artist. Centerpiece of the exhibition is the two series of the "Seven Sacraments"; to Apr 9  
**OPERA/BALLET**  
English National Opera Tel: (0171) 632 8300  
● Don Giovanni: a new production of Mozart's opera. House debuts for director Guy Joosten and conductor Markus Stenz; 7pm; Apr 8, 11, 13  
Royal Opera House Tel: (0171) 304 4000  
● Peter Grimes: by Britten. Directed by Elijah Moshinsky and conducted by Edward Downes; 7.30pm; Apr 8, 11  
● Salome: by Strauss. A new production directed by Luc Bondy and conducted by Christoph von Dohnányi; 8pm; Apr 7  
● The Prince of the Pagodas: by Britten. A Royal Ballet production

choreographed by Kenneth MacMillan opens a Benjamin Britten "mini festival" at the Royal Opera; 7.30pm; Apr 10  
**THEATRE**  
Cockpit Tel: (0171) 402 5081  
● The Yiddish Trojan Women: by Carole Braverman, directed by Hettie Macdonald. Comedy involving four American Jewish women; 8pm; from Apr 7 to Apr 23 (Not Sun)

### NEW YORK

**CONCERTS**  
Avery Fisher Tel: (212) 875 5030  
● New York Philharmonic: with pianist Mitsuko Uchida. Kurt Masur conducts Beethoven's "Piano Concerto No.2" and Shostakovich's "Symphony No.5"; 8pm; Apr 7, 8, 11 (7.30pm)  
● New York Philharmonic: Kurt Masur conducts Weber, Schumann, Williams and Prokofiev; 8pm; Apr 12, 13, 14 (11am)  
● Pinchas Zukerman: violinist and pianist Marc Nelkrug, plays Mozart, Neikrug and Brahms; 8pm; Apr 9  
Carnegie Hall Tel: (212) 247 7800  
● Alfred Brendel: an all-Beethoven programme by the pianist; 8pm; Apr 10  
**OPERA/BALLET**  
Metropolitan Tel: (212) 362 6000  
● La Traviata: by Verdi. Produced by Franco Zeffirelli, conducted by John Fiore; 8pm; Apr 8, 11 (8.30pm)  
● Parsifal: by Wagner. Produced by Otto Schenk, conducted by James Levine; 8.45pm; Apr 14  
● Pelléas et Mélisande: by Debussy. A new production by Jonathan Miller. Conducted by James Levine; 8pm; Apr 13 (1.30pm)  
● The Ghosts of Versailles: by Corigliano. Produced by Collin Graham, conducted by James Levine; 8pm; Apr 7, 12  
New York City Opera Tel: (212) 307 4100  
● Harvey Milk: music by Stewart Wallace, libretto by Michael Korie. A new production conducted by Christopher Keene and produced by Christopher Alden, a story about gay activism, dirty politics, murder and street riots; 8pm; Apr 13  
● La Bohème: by Puccini. Conducted by Christopher Keene and produced by Cynthia Auerbach; 8pm; Apr 14  
● La Traviata: by Verdi. A new production conducted by Yves Abel and directed by Renata Scotti. Soloists include Janice Hall/Oksana Kravtyska and Stephen Mark Brown/Richard Drews; 8pm; Apr 8  
● Lucia di Lammermoor: by Donizetti. Conducted by Christopher Keene and produced by Tito Capobianco; 8pm; Apr 9 (1.30pm), 12  
● The Merry Widow: music by Lehár, English book adaptation by Robert Johanson. Conducted by Eric Stern, directed by Robert Johanson; 8pm; Apr 7, 8 (1.30pm)

**PARIS**  
**CONCERTS**  
Champs Elysées Tel: (1) 49 52 50 50  
● Philharmonic Orchestra of St. Petersburg: with violinist Shlomo Mintz. Yuri Temirkanov conducts Prokofiev; 8.30pm; Apr 12  
● Philharmonic Orchestra of St. Petersburg: with violinist Martha Argerich. Yuri Temirkanov conducts Prokofiev; 8.30pm; Apr 12  
● Philharmonic Orchestra of St. Petersburg: with mezzo-soprano

Eugénie Gorokhovsky and the London Symphony Chorus. Yuri Temirkanov conducts Prokofiev; 8.30pm; Apr 13  
**GALLERIES**  
Galerie Schmit Tel: (1) 42 60 36 36  
● From Delacroix to Matisse: exhibition including the works of Picasso and Degas; to Apr 13  
**OPERA/BALLET**  
Opéra National de Paris, Bastille Tel: (1) 47 42 57 50  
● Lucia di Lammermoor: by Donizetti. A new production by Andrei Serban. Maurizio Benini and Roberto Abbado (from April) conduct the Paris National Opera; 7.30pm; Apr 8, 11, 14

### WASHINGTON

**CONCERTS**  
Kennedy Center Tel: (202) 467 4800  
● Jessye Norman: soprano with pianist Ann Schein in a programme of works by Berg, Strauss, Ravel and Messiaen; 7pm; Apr 10  
● National Symphony Orchestra: Elizabeth Schultz conducts Berlioz's "Symphonie Fantastique"; 8.30pm; Apr 7, 8  
● National Symphony Orchestra: with conductor/violinist Iona Brown plays Strauss, Haydn, Vaughan Williams and Mozart; 8.30pm; Apr 13, 14 (1.30pm)  
**OPERA/BALLET**  
Washington Opera Tel: (202) 416 7800  
● Carmen: by Bizet. A new production with Danyca Graves in the title role. Ann-Margret Petersson directs a production by Lennart Mark. Conductor Cal Stewart Kellogg. In French with English surtitles; 8pm; Apr 7, 9 (2pm)

### WORLD SERVICE

BBC for Europe can be received in western Europe on Medium Wave 648 kHz (463m)

### EUROPEAN CABLE AND SATELLITE BUSINESS TV

(Central European Time)  
MONDAY TO FRIDAY  
NBC/Super Channel:

07.00  
FT Business Morning  
10.00  
European Money Wheel  
Nonstop live coverage until 14.00 of European business and the financial markets

17.30  
Financial Times Business Tonight

Midnight  
Financial Times Business Tonight



**M**r Charles Schwab, it can be argued, has done for shares what McDonald's did for hamburgers in establishing a string of low-cost outlets across the US where private investors can buy shares quickly and cheaply.

Mr Schwab now wants to bring his message to Europe. On Wednesday, his eponymous stockbroking company said it was buying Sharelink, the telephone share-dealing service based in Birmingham, which fulfils a similar function in the UK to Schwab in the US. Schwab sees the \$39.7m acquisition as a springboard for other European markets.

Both Schwab and Sharelink started out as "execution-only" or "discount" brokers which do not offer investment advice, but a low-cost trading service. Schwab remains the largest discount broker in the US, with 44 per cent of the market, but it has come a long way from its roots as a discount broker; it offers investors cheap and easy access to a wide range of investment products.

With the Schwab organisation behind it, Sharelink will have more capital to invest in its business. But it will still be difficult to persuade more individuals in the UK and Europe to buy and sell shares.

In Britain, the percentage of UK stocks held by individuals has been declining steadily over the past 30 years from 54 per cent at the end of 1963 to 17.7 per cent at the end of 1993; most now have only small shareholdings in privatisation issues. Only 13 per cent of French households and six per cent of German ones held shares at the end of 1991.

The contrast with the US is stark. About 45 per cent of the \$6,400bn of equities outstanding in the US are held by individuals, and about one in three American families has money invested in mutual funds or directly in the stock market.

Even if private investors in Europe do develop a taste for shares, it will be hard for companies such as Schwab to win business from the banks and insurance companies that dominate the distribution of retail financial products in Europe.

"One of the problems for retail investors in France is that they are held captive by their banks," says one Paris Bourse official. "Gradually people are realising that they have a choice."

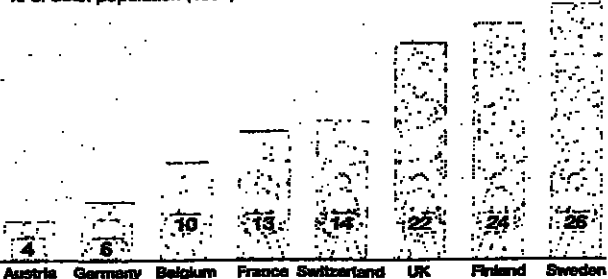
In both France and Germany, the banks are slowly responding to demands from

## Taste test for investors

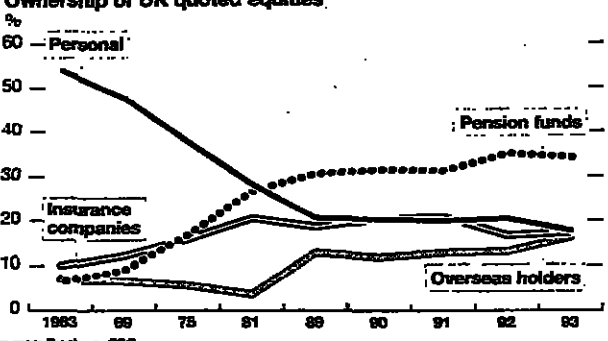
Charles Schwab's acquisition could change retail share dealing in Europe, say Norma Cohen and Patrick Harverson

Share ownership: will Europeans get the habit?

Individual share ownership % of adult population (1991)



Ownership of UK quoted equities %



Source: Prudential, CSD

investors for access to a greater range of investment products and for lower fees. Several French banks have launched direct share dealing services through Minitel, for example, allows customers to transact deals as simple as the purchase of a railway ticket or as complex as the structuring of a share portfolio.

Mr John Coghlan, the Schwab executive vice-president who helped engineer the purchase of Sharelink, says he has no illusions about the difficulties of transplanting the Schwab experience abroad.

"This is clearly a very long-term investment," he says. "What we really don't want to do is the classic American mistake of taking a product which is a great success in your own market and translating it into, say, Japan."

One of Schwab/Sharelink's

first moves in the UK will be to add new products to the existing range, which includes the basic execution-only share dealing service. Schwab's US "One Source" product, for example, allows customers easy access to more than 330 different mutual funds; these, like UK unit trusts and investment trusts, spread an investor's risk across a package of stocks and other instruments. One Source involves no charge to the client - Schwab makes its money by charging the mutual fund manager 26 cents for every \$100 of customer assets directed its way - which has made it popular with US investors. They purchased \$12.5bn worth of funds through the programme last year alone, and the success of One Source since its introduction in 1992 has been one of the biggest factors in the near-doubling of Schwab's total client assets to

\$123bn by the end of last year.

For UK-based fund management companies selling unit and investment trusts, such a product could be a boon at a time of fierce competition for distribution outlets, especially when customers increasingly object to paying the front-end fee that has historically covered distribution costs. Mr James Ogilvie, chief executive of UK-based investment trust managers Foreign & Colonial, says that his organisation would welcome the advent of a One Source-type product in Britain. "An organisation like ours is searching desperately for distribution and it is frightfully expensive. It is a great problem."

Banks in continental Europe have also levied high fees on clients purchasing collective investment vehicles, and a low-cost supplier could prove attractive throughout Europe.

"If people can get their hands on information, they can then make their own decisions," says Ms Judith McMichael, director of the European retail division of Fidelity of the US. "Why should they pay someone else to do it for them?"

Fidelity has discount brokerage services for retail clients in the UK and for institutional clients throughout Europe, and is now considering entering the retail market in continental Europe. Investors, says Ms McMichael, are unlikely to tolerate poor service from European banks for ever. "Customers will get fed up with the crummy, monopolistic service offered by their banks."

The question remains whether Schwab/Sharelink or any other low-cost broker can duplicate the US success story in Europe.

Mr Coghlan is optimistic that Europe will follow the same route as the US and that Europeans will soon start investing more in shares and providing more business for companies such as Schwab/Sharelink. With a greater proportion of the population in retirement, and fewer of working age, government social security systems will not be able to afford generous retirement benefits, forcing people to make their own investments for old age. "The more we looked at the UK market, the more it looked like the US 10 years ago," says Mr Coghlan.

One day, Schwab hopes, its outlets will be as common in Europe streets as the golden arches of McDonald's.



Philip Stephens

## Bad for your health

Politics occasionally throws up a perfect symmetry. Take this week. First the government hauled from its back pocket the badly torn tax card that offers a last escape route from opposition. Then, just as the counterfeited 55 notes fluttered before our avaricious eyes, it slipped out plans to close a few hospitals.

This second item of real news, of course, was not supposed to attract the same attention as the first piece of political chicanery. Virginia Bottomley had not intended to be grilled in the House of Commons about the latest phase in the ruin, sorry I mean reorganisation, of London's healthcare. A press release was judged by the Department of Health a more appropriate vehicle for this particular announcement. "Over £800m to prepare the capital's health service for the 21st century," it declared with all the probity of a used-car dealer. No word of cuts or closures. Instead another few hundred million recycled in the hope of a decent headline.

Why mention you are shutting St Bartholomew's and dismembering Guy's, when you can say instead that the Royal London and St Thomas' are to get a few extra beds?

Mrs Bottomley was thwarted. It was her bad luck that her adversary turned out to be one of the most decent MPs at Westminster, a former cabinet minister and a fellow Tory. I have never before heard Peter Brooke speak ill of a colleague, publicly or privately. political ally or opponent. Mr Brooke is a member of a species heading for extinction. Courtesy and reasoned argument are his chosen political language. When he accuses a minister of the crown of lacking moral courage, something is seriously amiss.

I must here declare an interest. My daughter regularly receives sophisticated treatment at Guy's. Its specialist units exemplify the world of state-of-the-art medicine in the hands of dedicated staff. I do not like the idea of its highly talented doctors finding more lucrative employment

across the Atlantic. More often than not, it is dangerous to infer the general from the particular. Not so in this case. There is no need to be misty-eyed about the future of this or that institution to quarrel with Mrs Bottomley's strategy.

Healthcare in London is a complicated business. The patchwork of teaching hospitals which has evolved over decades (in the case of Bart's, centuries) is not the most efficient way to deliver treatment. Regional hospitals have much of the expertise once available only in the capital. There are too many hospital sites. Some concentration of specialists and reallocation of resources would be no bad thing.

But to say tough choices must be made is not to fall for the seductive siren song of the planned wave of closures of the placements (there are not too many women) who pack the boards of some of the bigger trust hospitals. A strategy which may once have had some logic has run up against the buffers of real life and fallen apart.

The academic research which underpinned the Bottomley plan has been superseded by more careful, pessimistic analysis. Packed accident and emergency units and obvious shortages of specialist beds make a nonsense of complicated matrices showing London awash with surplus capacity. The King's Fund, a respected independent group, has called for a moratorium on bed closures.

Mrs Bottomley, failing to distinguish between bravery and stubbornness, will not budge. This triumph of graph paper over reality reminds me of another episode when we learnt the hard way that big is not invariably beautiful. Remember those 1950s planners, who told us that modern high-rise housing estates were infinitely preferable to

small Victorian terraces? The hospital reforms are Treasury-driven. Forget the claims about establishing a more equitable spending balance with the rest of the country and pouring new money into primary care. The keepers of the public purse want savings. They know also that better primary care may mean more, not less, strain on the hospitals: better diagnosis leads to new demands for treatment. For all their international renown, London's centres of excellence and scientific research carry similar risks. Medical advances cost money. In this exercise, it is the bottom line that counts.

Which brings us, of course, to the promised tax cuts. We can dispose quickly of the wilder demands of those Tory MPs who expect Kenneth Clarke to find £10bn of funny money well before election day. Some cash can be found by judicious juggling of the books. But Mr Clarke knows the markets will take fright if every pound

lopped off taxes is not matched by another, and preferably two, taken from spending and borrowing.

Rows over health and education have also reinforced an obvious point. The run-up to an election is not the best time to take an axe to the welfare state. I always thought that, for all his mistakes, Nigel Lawson knew best how to treat backbench supporters who did not see the conflicting pressures. During his chancellorship, the wish-lists of Tory MPs received as much attention in No 11 Downing Street as those of the Trades Union Congress.

The suggestion of a pre-announced rolling programme of tax cuts, a certified IOU, if you like, tucked in every voter's wallet before polling day, has a nice ring to it. It does not make political sense. If John Major has a credible message, it is that he has taken the hard decisions needed to break the boom-to-bust cycle. Pain brings gain, is how one senior minister put it to me this week. The

claim does not sit easily with a pledge to steer blindly into successive cuts in income tax.

There are one or two other obstacles. The odds are that the economy will soon be at the top of the present cycle. If it has not already reached it, Public borrowing is still more than 4 per cent of national income. The tax base was badly eroded by Mr Lawson's swashbuckling Budgets. The £14bn worth of tax increases since the 1992 election were needed to fill a structural rather than a cyclical gap in the public finances either how many Tories have realised that the much-admired relationship between Mr Clarke and Eddie George, governor of the Bank of England, is fundamentally unstable. Publication of the minutes of their monthly meetings has given the bank power without accountability. To preserve his own credibility, Mr George's pronouncements must take full account of the fiscal and monetary policy mix. If he decides lower taxes require offsetting increases in interest rates, there is nothing anyone else can do.

So the tax battle - and have no doubt the government will do everything to make it the issue of the election - must be about how resources are allocated at the margin. It will be about the future rather than the present. For all the broken promises of the past three years, Mr Clarke promises he will look for opportunities to reduce the tax bill while Labour will find excuses to increase it. We may have mugged you, Mr Clarke is saying, but why let Labour take what ever you have left?

Tony Blair may not find it easy to offer a convincing riposte. He can hardly say the country is too lightly taxed. Nor can he pretend his promised programme of economic and social regeneration is cost-free. The opinion polls tell us that, this time, the electorate will break the habit of a generation and decide that decent hospitals are worth paying for. I would not rely on that. The voters may well conclude the £5 notes promised by the Tories are counterfeit. But Mr Blair has persuaded them he will not dig still deeper into their pockets.

**The suggestion of an IOU tucked in every voter's wallet before polling day has a nice ring to it. It does not make political sense**

## LETTERS TO THE EDITOR

Number One Southwark Bridge, London SE1 9HL

We are keen to encourage letters from readers around the world. Letters may be faxed to +44 171-873 5938 (please set fax to 'line'). Translation may be available for letters written in the main international languages.

### Ecu argument for UK lacks logic

From Mr Fabrizio Gallimberti.

Sir, Robert Chole's Economics Notebook (April 4) makes the point that, for the likes of Britain, "embracing the Ecu might be a course fraught with danger". And the reason seems to be that the responses of the different EU economies to the "common medicine" prescribed by a "single central bank setting a single interest rate" vary from country to country.

I fail, however, to see the logic behind this conclusion. Surely a simulation of the impact of a one-point rise in interest rates on the regional economies of Lombardy, Sicily, Apulia and Abruzzi would come up with many different responses. But this is not rea-

son to unwind the monetary unification of Italy. Moreover, even if the different responses were to be construed as a disadvantage, pros are to be weighed against cons.

I remember the high level of the debate in the UK way back in the late 1960s on the pros and cons of joining the Common Market. It was a passionate, civilised and uplifting intellectual exercise. The current debate on Ecu/Euro seems instead to generate, as Mr Kenneth Clarke, the UK chancellor, said, more heat than light. Fabrizio Gallimberti, chief economic writer, Il Sole 24 Ore, 10-12 Kooyong Koot Road, 3122 Hawthorn, Australia

### Agreeable view on media

From Sir Frank Rogers.

Sir, Brownen Maddox reports ("TTV executive urges easing of 'regulatory burden'", March 30) that the BBC would be concerned if new cross media rules were "to allow one player to get a dominant position over a chunk of media or over distribution which makes it more difficult for others to enter the market".

The BBC speaks from experience. By my reckoning, it already has a 19.7 per cent

share of national voice, nearly twice that of its nearest single rival, News International - and nearly 20 times the share of The Telegraph Group.

As a newspaper publisher striving to exploit the electronic media, I am delighted to endorse the BBC's comments. Frank Rogers, deputy chairman, The Telegraph plc, 1 Canada Square, Canary Wharf, London E14 5DT, UK

### Inspectors have not reached conclusions on Leeson

From Rajah & Tann.

Sir, We act for Mr Michael Lim and Mr Nicky Tan, the inspectors appointed by the minister of finance to investigate the collapse of Barings Futures (Singapore) Pte ("the company").

We refer to the article "Probe rules out conspiracy in collapse of Barings" (April 4). The article suggests that our clients have ruled out the possibility that Mr Nick Leeson had acted with the assistance or approval of parties within or without the Barings Group. Our clients have instructed us to write to you to correct any such erroneous suggestions.

Our clients wish to clarify that they are still in the midst of their investigations and one of the areas that they are actively investigating is the possibility that Mr Leeson had conspired with persons either within or without the Barings Group to defraud the company.

In so far as your article suggests that our clients have concluded that Mr Leeson was acting alone, we wish to state that such suggestions are incorrect. It would be premature for our clients to conclude at this stage of their investigations that Mr Leeson acted alone.

The article also suggests that this conclusion was developed in a "series of closed meetings held in Singapore" between our clients and investigators

from the Serious Fraud Office. That suggestion is also incorrect.

Our clients have met two SFO investigators once in Singapore. At that meeting, which lasted no more than half an hour, the discussions centred on how our clients and the judicial managers of the company could assist the SFO in its investigations in Singapore. Our clients did not then or at any other time discuss their findings with the SFO. There was also a further short meeting in London where similar discussions took place.

Your article also suggests that our clients believed that no Barings executive knew about Mr Leeson's trading activities. Our clients wish to state that they have yet to interview Barings executives in London. Until our clients have the opportunity to interview these persons, our clients are keeping an open mind as to the level of their knowledge.

Similarly our clients have not come to any firm conclusions as to whether Mr Leeson's trading activities had not been authorised by any persons in the Barings hierarchy.

Rajah & Tann, advocates and solicitors, 4 Battery Road, #15-00 & #16-00 Bank of China Building, Singapore 0104

### Fish disputes: UK played by rules, Spain has yet to learn lesson

From Mr Austin Mitchell, MP.

Sir, Mr Ignacio Suarez-Zuloaga's case for supporting Spanish fishermen (Letters, April 5) amounts to saying that they are in much the same position vis a vis Canada as was the UK with Iceland in the 1970s. Both nations acted unilaterally. Both victims had large fishing fleets and depressed areas dependent on fishing.

So perhaps we should give the Spaniards the same sympathy and support they, and the rest of the EEC, then gave us. But perhaps even that is too much. We ran our fleet down. The Spaniards are building theirs up by subsidy. We played by the rules. Predatory fishing, hidden fish holds, inaccurate records, illegal catches and undersized fish have given

the Spaniards an appalling reputation. We control landings. Enforcement at Spanish ports is a conspiracy between the authorities and the fishermen. We had to sell our vessels off. The Spaniards have been enabled to register them as British to catch our fish for us. We accepted an inadequate agreement in 1982. The Spaniards blocked the entry of the Nordic countries to force their way into our waters.

The Spanish government has been more prepared to defend and support its fishermen than ours was, or is. Yet that is no reason why the fishermen of a nation which contributes three-quarters of the stocks, and is given back a pathetic quarter of the catch because every competitor has to be sat-

isfied at our expense, should be in any way sympathetic to a nation which is getting a better deal than it deserves, or we got.

Austin Mitchell, House of Commons, London SW1A 0AA, UK

From Mr Royce Frith.

Sir, Negotiations in Brussels are working towards a settlement and discussion is now taking place on details. However, Mr Ignacio Suarez-Zuloaga's letter attempts to deflect attention from the real issue at stake in the current dispute.

He blatantly says: "This is not an issue of ecology." Of course it is. Over-fishing by all countries, including Canada, has decimated a once plentiful area. We've learnt the lesson,

but clearly Spain has not.

The Newfoundland fishermen, who have fished the Grand Banks for 400 years, know the tragic results of over-fishing. More than 40,000 of them are now unemployed and are forced to live on government assistance until the stocks can replenish themselves. Unrestricted plundering of the sea, as Mr Suarez-Zuloaga seems to support, cannot continue. We need sensible conservation practices. And we need strict enforcement of those practices. That is what this dispute is about.

Royce Frith, High Commissioner, Canadian High Commission, Macdonald House, 1 Grosvenor Square, London W1X 0AB, UK



Seminar participants really appreciate a touch of greenery, a breath of fresh air and being among equals in an agreeable atmosphere. With access to the latest technology. At KEMPINSKI, where local and international business people meet.

THE PLACE FOR  
**SUCCESSFUL  
PEOPLE**  
IN FRANKFURT

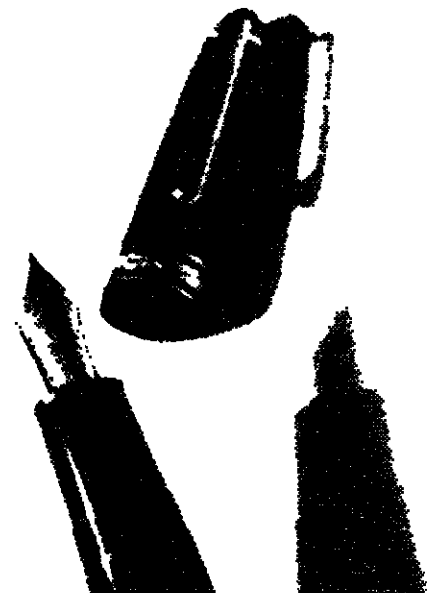
### KEMPINSKI HOTEL GRAVENBRUCH FRANKFURT

Kempinski Hotels worldwide: Bangkok, Beijing, Berlin, Bombay, Brussels (1997), Budapest, Buenos Aires, Dallas, Dresden, Frankfurt, Hamburg, Hong Kong, Istanbul, Jakarta (1997), Leipzig (1996), Montreal, Moscow, Munich, San Francisco, Santiago, Warsaw (1997).

Global Partner of Daxit Hotels & Resorts

Make your reservation by calling 01 30 - 33 39 or by contacting your travel agency or Lufthansa reservation office.

Partner of Lufthansa Miles & More



50 من الاصل



## FINANCIAL TIMES

Number One Southwark Bridge, London SE1 9HL  
Tel: +44 171-873 3000 Telex: 922186 Fax: +44 171-407 5700  
Friday April 7 1995

# Lessons from Mexico's crisis

What are the lessons of Mexico's crisis? As it fades from front pages and there is also an increasingly positive assessment of prospects elsewhere, notably for Argentina, this question is moving to the head of the global economic agenda. It was in everyone's mind at this week's annual meeting of the Inter-American Development Bank in Jerusalem. It will be on the agenda of the International Monetary Fund's Institute for this month and of the summit of the Group of Seven leading industrial countries in Halifax in June.

Perhaps the most important lesson is that open economies enjoy a very narrow margin of manoeuvre. This is particularly true where a country's performance has historically been poor, its credibility is fragile and the threat of political instability is large.

Even in retrospect, Mexico's sins appear venial rather than mortal, but they have attracted savage punishment all the same. Openness to trade is not the problem. On the contrary, the greater integration of the Mexican economy with the rest of the world provides the platform for export-led recovery and will facilitate the needed reduction in the current account deficit.

**Financial difficulties**  
The difficulty lies rather on the financial side. The combination of an overvalued exchange rate with undue credit expansion, a run-down in foreign-exchange reserves and excessive reliance on short-term borrowing was the proximate cause of Mexico's crisis. The adjustment being forced on the country demonstrates the importance of not risking such crises in the first place. To be safe, countries must be highly risk-averse.

US under-secretary for international affairs at the US Treasury, Mr Lawrence Summers, suggested in Jerusalem that current account deficits should not be assumed to be benign just because the private sector generates them. He also argued that it would be better to assume capital inflows are temporary and outflows permanent than the other way round. Governments should also become nervous, he suggested, if markets are forcing them to borrow on shorter maturities or in foreign currency.

More fundamentally, the habit-

ual assumption that governments can run fiscal deficits, come rain or shine, needs to be challenged. Furthermore, while an adjustable peg exchange rate can help stabilise high inflation, it is risky for the longer term, since failure of the policy can easily lead to a collapse in the authority of the finance minister, if not of the entire government. The coherent options for an open economy are either a currency board, which carries large risks of its own, or a more or less managed float. Taxation of short-term capital inflows or restrictions on short-term repatriation of capital may also be options worth considering, at least for a country that has not achieved full stabilisation.

### Need for transparency

One obvious lesson is the need for greater transparency. IMF surveillance, however useful it may be, is not a substitute, since that august institution can hardly blow the whistle on a country without being blamed for creating the crisis it is enjoined to prevent. A massive effort must now be made to ensure timely publication of all relevant information.

The most controversial issue of all is what to do when crises break. Mexico's devaluation and its aftermath have provided an object lesson in how not to do things. The government failed to put in place an adequate package of accompanying measures; the US government failed to gain the support of Congress, but assumed, instead, that it could rely on that of other industrial countries; the IMF was dragged in too late and then decided to give too much; and the fundamental question - whether - and why - such a large rescue operation was justified was never adequately addressed.

That question remains relevant. On it must hang decisions about the procedures to be followed in future and also about the scale of the resources needed by the IMF if it is to mount such rescues. The Mexican crisis has led to much talk of systemic risk and contagion. But was massive external support really so self-evidently superior to the alternative of rescheduling Mexico's public debt? This is the most important single question for the international community to consider. It still needs to be answered.

## The trouble with Nato

Rarely in Nato's 46-year history has there been such a pressing need for an effective personality at the helm. The alliance faces grave responsibilities in the near future. In the medium term, it has some hard thinking to do about its role in a post-cold war world. Unfortunately, the troubles crowding in on Mr Willy Claes, the secretary-general, mean that an effective leader is precisely what it lacks.

Most immediately, the alliance is struggling to ready itself for what will be, if it goes ahead, the toughest military task it has ever faced: the assembly of 50,000 troops to "cover" a possible evacuation of United Nations forces from Bosnia in hostile conditions. It is not certain that such a pull-out will be needed, but the current flare-up in fighting makes it more likely. An uncontrollable upsurge, with peacekeepers caught in the middle, would not only destabilise the whole Balkan peninsula but also poison relations among the more than 30 countries, including 12 Nato members, involved with the UN effort.

All 16 members are willing in principle to help with the evacuation. But there is a huge gap between this and the final decision by a sovereign government to commit troops to a war-zone. Several Nato states are proving reluctant even to take the first step in that direction by endorsing the withdrawal plan. An effective secretary-general could play a vital role in overcoming this reluctance by pointing out to senior western politicians the price of failure.

### Dismal efforts

Even if a fiasco in Bosnia can be avoided, however, the bloc will have to show greater clarity of thought in mapping out its own future. So far its efforts to do so have been dismal, on a number of counts. The expansion of Nato, to include ex-communist states in central Europe, has been proposed by the US as a new, galvanising mission; but enthusiasm for this project is waning as Russia objects and western Europe wavers. Moreover, Nato leaders have made no progress in designing a new model for military co-operation between the US and Europe as they pledged to do 15 months ago. This is not for lack of willing-

ness in such key capitals as Washington and Paris. After a period of doubt, the US is committed to retaining no less than 100,000 troops in western Europe. France, without reopening its decision to opt out of Nato's military wing, is keenener than before on military co-operation with all western nations, including the US. These are building blocks out of which it ought to be possible, given imagination and effort, to construct a new relationship.

### Too distracted

The trouble is that Mr Claes, the former Belgian foreign minister who took over as secretary-general last autumn, is too distracted by the current scandal over his Flemish socialist party to provide the necessary leadership. He maintains that he is above reproach by the Italian arms company Agusta to his party. He acknowledges making an "error of judgement" in failing to insist with sufficient force that his party turn down any offers of money.

But whether or not he is guilty of anything worse, his continuation in office is harming the alliance. His capacity to focus on Nato's most pressing problems, and to insist that others do so, has been impaired. The biggest contribution he could make now would be to step gracefully aside. Such a move does not appear imminent. Mr Claes has had strong public backing from the US, and slightly less enthusiastic endorsements from Europe. This may in part be because nobody wants to risk another unseemly squabble about an important international appointment. The issue needs to be confronted, however, if Nato is to have a chance of stopping the rot. The alliance has a vital role in the transatlantic relationship and the US commitment to maintaining troops in Europe. But it has to decide what else it is for, and to do that it needs a leader who can be trusted by governments on both sides of the Atlantic. That may mean the alliance should reverse the traditional arrangement under which its secretary-general is a senior European politician. Perhaps an American should be asked to try to save it.

It seemed like a privatisation too far. Until a few weeks ago, even strong supporters of privatisation on the right wing of the UK's ruling Conservative party thought that an early sell-off of the state's nuclear power industry would be difficult - perhaps impossible - to achieve in the face of political opposition and the reluctance of investors to buy.

It was scarcely surprising that when Mr Tim Eggar, energy minister, launched the UK government's review of the nuclear industry a year ago, he warned that a sell-off before the next general election - due by spring 1997 - was unlikely. Mr Eggar is a privatisation enthusiast but also a pragmatist.

However, as the British government enters the final stages of its review, expected to be published within the next few months, the chances of a sale of the industry going ahead are fast increasing. Spurred on by the Treasury, Mr John Major, the prime minister, is making encouraging noises about the prospects for such a move. Even Mr Eggar appears to be less sceptical than before.

Progress in Britain will be watched closely by the growing number of countries which are privatising their electricity industries. Although there are privately-owned nuclear power stations in several countries - including the US, Japan and South Korea - none has been transferred from the state sector. Governments are acutely aware that when the UK last tried to sell off its nuclear power stations, in 1989, it was forced into a humiliating climbdown after being warned that investors would not buy them.

The recent change in UK ministers' thinking is remarkable in a government that has had its fingers badly burned over privatisation within the last six months. It was only last November that the Department of Trade and Industry was forced to abandon plans to sell the Post Office.

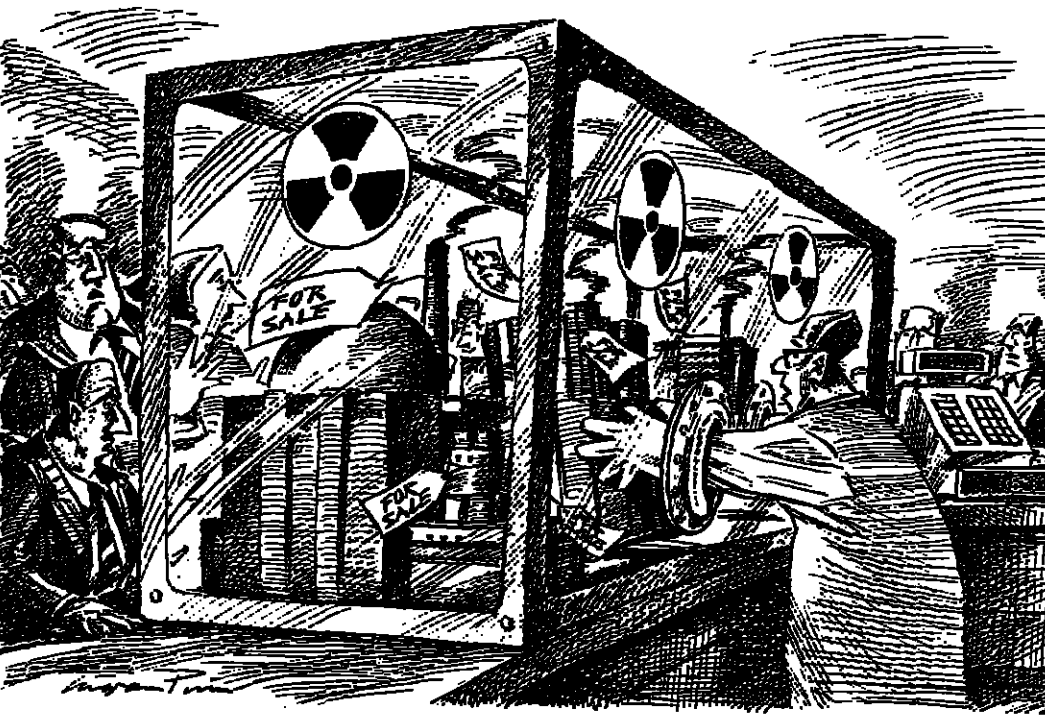
The government has also been embroiled in controversy, seized on repeatedly by the opposition Labour party, over the UK's regional electricity companies which were privatised in 1990. It is widely thought to have sold them off too cheaply. Shareholders and executives have also enjoyed what many see as excessive rewards.

If the government attempts to sell the nuclear generators, it will risk stirring further controversy: nuclear power is still widely viewed with suspicion in Britain and elsewhere because of the safety concerns raised by the accident nine years ago at Chernobyl in the former Soviet Union.

Supporters of the sell-off, including Mr Kenneth Clarke, the UK chancellor, believe the financial and

# Softly, softly towards a sale

Does the British government have the political will to sell the nuclear power industry, asks Michael Smith



potential political gains outweigh the disadvantages. Nuclear power is one of the few remaining large state industries in the UK. Its sale could raise between £2bn and £3bn.

Privatisation could also enable the UK government to rebut claims that it has lost its reforming zeal. After confirming that the government was attracted to the idea of a nuclear sale in a recent newspaper interview, Mr Major said: "The concept that we have run out of things we wish to do or ideas doesn't stand up to examination."

The change in government thinking also follows a highly volatile campaign by Nuclear Electric and Scottish Nuclear, which together own 14 nuclear power stations in the UK still generating power.

In spite of exhortations by ministers to keep a low profile over privatisation, the two companies have convinced many with their argument that the original obstacles to a sale have been largely overcome.

The biggest asset in their lobbying armoury has been efficiency improvements. Nuclear Electric last

year produced more than 50 per cent more electricity than in 1988-90 and, with staffing levels down from 14,200 to 9,000, doubled productivity. The company's five advanced gas-cooled reactors (AGRs) stations have been transformed from severely underperforming assets into some of the most efficient nuclear power generators in the world. Sizewell B, the company's 12th operating station, is coming on stream this spring enabling the company to claim an important project has been completed on time and within budget.

Progress is also being made about the structure of the rest of the domestic industry. Scottish Nuclear, with just two AGR stations, is perhaps too small to attract investors in a public offer of shares but its argument that it should take over two English AGRs is being fiercely resisted by Nuclear Electric. Equally the Scottish lobby is fighting a Nuclear Electric takeover of Scottish Nuclear.

Difficult though these structural issues are, they are generally seen as soluble. What remains in doubt,

kept in the public sector even if the AGRs and the pressurised water reactor at Sizewell B are sold.

Problems remain over who should operate the Magnox stations. Nuclear Electric's plea to run them under licence is opposed by Prof Stephen Littlechild, the UK's electricity regulator, who wants more competition in the market. Meanwhile BNFL, the UK nuclear fuel reprocessing company, appears unenthusiastic about adding them to its portfolio of two small Magnox stations.

Decisions must also be made about the structure of the rest of the domestic industry. Scottish Nuclear, with just two AGR stations, is perhaps too small to attract investors in a public offer of shares but its argument that it should take over two English AGRs is being fiercely resisted by Nuclear Electric. Equally the Scottish lobby is fighting a Nuclear Electric takeover of Scottish Nuclear.

Difficult though these structural issues are, they are generally seen as soluble. What remains in doubt,

in spite of the upbeat tone of recent comments, is whether the government has the political will to proceed with the sell-off. This will depend on ministers' judgment about how the move would be greeted by investors and voters.

The City of London's outright opposition to privatisation six years ago has softened, particularly in recent months as uncertainties over AGR liabilities have diminished following of recent £18bn fuel processing agreements between the two nuclear generators and BNFL. Analysts at James Capel, the UK stockbroker, advised clients this week that on commercial grounds privatisation was feasible, adding: "The benefits outweigh the political risks."

If investors can be persuaded to agree, the biggest remaining obstacle to privatisation would be potential public opposition. So far the possibility of a sell-off has met with a muted response both from the Tories' political opponents and environmental groups. Greenpeace has indicated it will not oppose a "simple privatisation" since that would sever links between nuclear power and the government and - it believes - make it less likely more stations would be built.

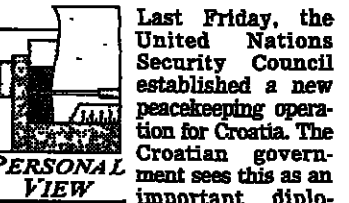
Government advisers do not expect this to last. "However, a quiet Labour and the environmentalists are now, they would surely not deny themselves the publicity opportunities that opposition to privatisation offers," said one. "They would be on the television every day to protest about the implications for safety."

In making final recommendations on privatisation to cabinet possibly as early as next month, the DTI will be acutely conscious of its humbling experience in 1992, when it attempted to close 31 UK mines in the run-up to coal privatisation. The announcement had been widely trailed, leading ministers to believe - falsely - that they could overcome opposition relatively easily.

Mr Michael Heseltine, the trade secretary, whose premiership ambitions were set back by the subsequent outcry and dented further by last year's Post Office debacle, is keen to avoid similar mistakes over nuclear power. He is likely to make sure that the issue is debated fully in cabinet, with Mr Major making the final decision.

In Whitehall, the chances of Nuclear Electric and Scottish Nuclear moving to the private sector by 1997 are rated at 50 per cent - or even slightly more. But few would be surprised if the government eventually decided that a nuclear sell-off was indeed one privatisation too many - or at least opted to postpone the move until after the next general election.

# Why Croatia must win Serb hearts



Last Friday, the United Nations Security Council established a new peacekeeping operation for Croatia. The Croatian government sees this as an important diplomatic victory, signalling that international opinion has moved in its favour. But the new force's mandate will need to try to reconcile two deeply antagonistic political positions. This will be very difficult.

The crux of the matter is where the force is to be positioned. Franjo Tudjman, the Croatian president, has demanded that a slimmed-down UN operation should concentrate its efforts on border monitoring and control on the international boundary between Croatia and its neighbours - Bosnia and Serbia and Montenegro. The aim of his policy is clear: to cut off the Serbs in Croatia from those in Bosnia, leaving the leaders of the self-proclaimed Serb "republic" in Croatia vulnerable to political pressure and the threat of war.

The Serbs who control a third of

Croatia, known by them as the "Republic of Serb Krajina", are demanding that the force stay where it is, on the confrontation line inside Croatia between Serbs and Croats. The aim of their policy is as clear as President Tudjman's: to keep the blue berets as a buffer between Serb Krajina and the rest of Croatia. In this way, the Krajina Serbs hope that the present position becomes the starting-point for any political negotiations about the status of land acquired by force. The Krajina Serbs have said unequivocally that they will not accept UN troops on the international border.

If UN peacekeepers are stationed on this border without the consent of the Krajina Serbs, they could find themselves vulnerable in remote border monitoring posts and sandwiched between hostile Serb forces. If the present deadlock continues, the UN Security Council, which rightly believes a war would start if the UN leaves Croatia - could find itself in the uncomfortable position of having to consider mandating a force without the unambiguous consent of one of the warring parties. It would be far more desirable to

secure an accommodation between the Croatian government and the Krajina Serbs. But to achieve that, answers to some deep-seated questions must be sought. What sort of relationship does Croatia want with the Serbs? To what extent is Zagreb prepared to accommodate their aspirations for autonomy? And most crucially, is Croatia prepared to go to war to

achieve the integration of an economically depressed and politically recalcitrant area, at the risk of delaying the much cherished prize of European Union membership and economic and political stability?

Serbs throughout Croatia share a deeply ingrained mistrust of the Zagreb government. Many are convinced there is no room for their secure and dignified existence

within a Croatian state. There is no political power base in Serb Krajina to which advocates of a return to the Croatian fold can appeal. Unless such a base is created, the present peace plan - the so-called Zagreb-4 plan - drawn up by the US and the European members of the contact group (Britain, France, Germany and Russia), will remain of little relevance to Croatian political realities.

The key to a political solution lies in Zagreb's hands. It should implement a forceful, multi-faceted and consistent policy of national reconciliation to convince Serbs inside and outside Serb Krajina that their security and dignity are guaranteed in a Croatian state, and that they will partake as equals in its future prosperity, while preserving their cultural and political identity.

But Zagreb still insists that Croatia's guarantees of human rights are adequate and that the international community must "deliver" the reintegration of Croatia, in order to avoid a pan-European war. Zagreb must be disabused of its self-deception. The international community should urge it to refo-

cus its energies away from regaining what it calls the "occupied territories" towards winning the hearts and minds of people living there. Zagreb must realise that no matter how generous forgiveness and dialogue may seem, they offer the only path towards a unified, peaceful and prosperous Croatia.

The international community's role should be to encourage this process of national reconciliation and trust-building, to reward efforts in this direction and to censure any recidivist belligerence. No one will fight battles on behalf of Croatia.

Dispelling a legacy of mistrust takes time. Building confidence is always more difficult than spreading hate. But modern European history proves that it can be done - given the political will. This needs to be demonstrated robustly by the Croatian government at this important moment in Europe's history.

Michael Williams

The author is director of information for the United Nations Protection Force in the former Yugoslavia

## OBSERVER

### Newt's Major contribution

Sensitive British watchers of the "special relationship" were hardly mollified by John Major and Bill Clinton's efforts to gloss over their differences in Washington this week.

After all, there is no undoing Clinton's decision to invite Sinn Fein's Gerry Adams to the White House, nor his decision to mark the 50th anniversary of the end of the second world war in Moscow rather than London.

Step forward - who else - Newt Gingrich, the Republican leader, who knows what to say to keep the special relationship going. "I just think that the place for the American president to be on the 50th anniversary is in London," Gingrich says in a television interview to be broadcast this weekend. "Our first moral obligation was to go to Britain, because Britain was our closest ally in world war two," he adds. Gingrich has been avoiding foreign leaders since his party took over Congress in January, but he made room for Major - although the milk-and-water conservatism espoused by the UK prime minister is rather different from that embraced by Gingrich. Referring to Major, Gingrich adds: "You know, he's gone through some tough times but then, I've been, you

know, an active Republican, and we went through some tough times too," confidently predicting that the Conservative party "is likely to recover a lot of its ground".

Hmmm. Not quite the same as saying "you're going to win the next election".

### Stone us

Name that stone. Yesterday in London Sotheby's, the auctioneers, put on display one of the world's largest diamonds, which has never been worn and still has no name.

The 100.10 carat stone, big as a duck's egg and cut last year into a pear shape, will be sold at Sotheby's in Geneva on May 17, with an expected price of more than \$13m, which would be a world record.

It's the second largest diamond ever to be offered at auction, the largest being the 101.94 carat gem called "Mouawad Splendour", for which the Geneva-based jeweller Robert Mouawad paid \$12.8m at a Sotheby's auction in 1990. What's in a name? It could always be called the Fat Cat, or maybe, in this democratic age, The Plebian Pear.

Observer is offering a bottle of the finest malt whisky for an appropriate name, faxed to 00 44 171 873 3326, by May 15.

### Flagging spirits

Russia and Ukraine have not

been on the best of terms for a while, and things have now degenerated to that terribly boring phase, the mutual rending of national flags.

On Wednesday Nikolai Lysenko, a Russian nationalist deputy, tore up the Ukrainian flag, throwing the tatters at the Russian Duma's chairman, Ivan Rybkin.

Lysenko has been banned from addressing parliament until April 26. That might irritate him, but he probably couldn't care less that Kiev's parliament yesterday banned him from entering Ukraine. As Kiev voted to ban Lysenko, Yuri Vitovich, a Ukrainian nationalist, shredded the Russian flag.

No punishment has yet been meted out to Vitovich. Someone pass them a football, for goodness' sake.

### Tune in, Turner off

Media bigmouth Ted Turner held forth at a conference in New York this week, where the CNN boss brought the house down with his Good Ol' Boy act. On the refusal of his biggest shareholders to back his ambition to buy CBS, he said: "Every time I fail to buy a network, I go out and buy myself another ranch. At least they can't stop me doing that."

On his management style: "I look at the figures every month, whereas Rupert looks at them every week. He's a bean-counter, me, I'm a concept man."

He also passed on his thoughts about wealth: "Summer (Redstone) and Rupert (Murdoch) are a lot richer than I am. But if the actuarial tables are correct, I'll be the richest man in this business in 10 years' time."

He obviously hasn't heard the joke about the actuary who went to see astrologer Madame Lulu. "In the long run, you'll be dead," she told him. He pondered, then replied: "Maybe you're right."

### O happy Liffe

Who says derivatives are dead? The 400 or so members of Liffe who attended their Wednesday night charity racing dinner at London's Savoy hotel - paying £20 a head - raised a total of £225,000 for three charities (not including the Nick Leeson Innocent Fund). At £562.50 per person, business is looking healthy.

### Bacon sandwich

Pigs might fly, but only if they don't cause a stink. A South African Airways plane heading to South Africa was forced to turn back and make an emergency landing in the UK after 72 flammable pigs triggered its fire alarms. More than 300 people were also on board when the pigs sparked the mid-air crisis. Everybody trotted off fast when it landed.

## Financial Times

### 50 years ago

Far Eastern Bonds Ahead With the news of Russia's denunciation of the Neutrality Treaty with Japan, the market for Foreign Bonds made up its mind yesterday. Coming on top of the resignation of the Japanese Cabinet the news was greeted as a definite step towards the shortening of the war in the Far East and Chinese and Japanese securities were quickly in active demand.

The eager speculative interest rose with the prices, until the securities of practically all concerns which could claim to have interests in the Far East were involved in active bidding and, with the market only sparsely provided with stock, quotations rose steadily.

Japanese bonds, naturally, were first to feel the impact of the demand and those who had got in early and purchased on the ground floor or in the bargain basement took an early opportunity of realising their profits.

Chinese bonds started their advance later but steadily maintained their rise and finished strongly in persistent demand at the highest levels reached.



## Chirac calls for France to forge closer ties with UK

By Quentin Peel in Brest and David Buchanan in Paris

Mr Jacques Chirac, front runner in the French presidential elections, has called for France to forge stronger links with Britain to complement its central relationship with Germany.

Interviewed on the eve of the campaign's official start, Mr Chirac spelled out a vision of Europe in which nation states would continue to play a substantial role, a viewpoint akin to that of the UK's ruling Conservative party.

In a speech to some 7,000 supporters in Brittany, Mr Chirac said he was committed to accepting new members from the east into the European Union and to make EU institutions more democratic and transparent.

He said: "France has an essential role in keeping the [European] Commission within its proper limits, and giving the

Council of Ministers a real power of decision."

National parliaments must also be more closely involved in EU decision-making to give it greater democratic legitimacy, he added, omitting any mention of the European parliament.

Mr Chirac signalled that he might seek renegotiation of the Schengen "free travel" agreement between France and six of its continental neighbours.

"Do not forget that, if the agreement is to facilitate travel of Europeans within the seven countries concerned, it is equally aimed at reinforcing our common frontier against clandestine immigration," he said.

If the latter aim was not fulfilled, France should renegotiate the Schengen agreement, which came into force on March 26.

A senior member of the Balladur government yesterday confirmed the general interest of

French Conservatives in working more closely with their UK counterparts, particularly on defence.

He described the UK government's recent proposal for closer European defence co-operation as "a working basis" for discussions between Paris and London.

The French presidential campaign started officially today with the publication by the Constitutional Council of the list of eligible candidates.

But the neck-and-neck nature of the campaign which has been under way, in fact, for weeks - was confirmed by the release yesterday of an Ipsos poll for Le Point magazine.

It showed Mr Chirac still in front with 23 per cent of the vote, followed by Mr Edouard Balladur, the prime minister, on 21 per cent and Mr Lionel Jospin, the Socialist candidate, on 19 per cent.

## Trade deal benefits questioned by World Bank

By Guy de Jonquieres in London

The Uruguay Round world trade deal will do far less than expected to liberalise trade in agriculture and will permit levels of protection higher than when the negotiations started, the World Bank says.

"The Uruguay Round is something of a disappointment in agriculture," says Professor Alan Winters, head of the World Bank's international trade division. "The vast majority of trade will not be liberalised."

The World Bank's research is the first to be based on detailed analysis of specific trade policy commitments given in the Uruguay Round, rather than on statements of intent.

The bank estimates at \$48bn the global economic gains from agricultural agreements in the Uruguay Round, which was completed in December 1993 after seven years of negotiations. The bank says the total would have been more than 2½ times bigger if governments had cut trade protection from existing levels instead of starting from an artificially inflated base.

The deal obliges members of the World Trade Organisation, which succeeded the General Agreement on Tariffs and Trade at the start of this year - to convert all their agricultural trade barriers into tariffs, which are to be reduced over several years.

But the World Bank says countries severely limited the scope for changes in food prices by setting tariff ceilings that provide at least twice as much protection as the barriers they were intended to replace.

It forecasts that by 2000, five years after the agreement took effect, trade protection on a range of food products in many countries will still be higher than between 1988 and 1989. That was the base period used in the agricultural trade agreement and coincided with a generally high level of protection.

The bank's research also challenges claims in other studies that the Uruguay Round will provide few benefits to developing countries and might harm poorer economies by driving up food import costs. Prof Winters says developing countries will gain more than industrialised ones, as a proportion of national income.

## Price's paper chase

Chase Manhattan must be feeling uncomfortable about its new large shareholder. Mr Michael Price has a reputation for prodding managements until they deliver better returns for shareholders. After he took a stake in Michigan National, the bank bought back shares, slashed costs and sold assets. That still was not enough to satisfy Mr Price and it ended up being sold to National Australia Bank.

Chase is vulnerable to similar prodding because its market capitalisation was, until a recent spurt, languishing at a big discount to book value. Some investors think the bank is overcapitalised and would like it to embark on a more aggressive share buy-back programme. Instead, it has chosen to build up its mortgage and custody businesses through acquisitions.

The underlying strategy may be sensible, but Chase may have overpaid in its rush to gain market share. So far, Mr Price is not spelling out exactly what he thinks Chase's management should do to promote shareholders' interests. But a slowdown in acquisitions and an accelerated return of cash to investors would seem the minimum. More radical options would be to break Chase up or merge it with another bank. The group may argue that its portfolio of businesses - such as retail banking, credit cards, mortgages and international wholesale banking - reinforce each other. But on any sum of the parts calculation, Chase is undervalued. If it is to avoid being dismembered, its management may have to find other ways of boosting the share price.

FT-SE Eurotrack 200:  
1378.9 (+6.4)

Daimler-Benz

Share price relative to the DAX index



Source: FT Graphite

effective rationalisation steps, notably the joint venture with ABB Brown Boveri in railway equipment.

The venture was a sensible admission that AEG was not big enough to go it alone in this market, but the move raises questions about Daimler's grandiose desire to be an "integrated transport technology" group. Rightly so: Daimler's diversifications away from cars and trucks have reduced rather than created shareholder value. The group's strategy needs re-defining. Cost-cutting is only part of the answer; more peripheral businesses need to be shed. Mr Jürgen Schrempp, the next chairman, should implement this break with the past as soon as he takes office.

### European banks

In declaring that it intends to sell off its industrial holdings, Bank Austria is joining a pan-European bandwagon: from one country to another banks are either scaling back their large direct equity investments in industrial companies or planning to do so.

The reason for this varies: in some cases, dire problems in the mainstream banking business are forcing institutions to divest. Such is the position at France's Crédit Lyonnais and Spain's Banesto. In Germany, banks' industrial holdings - long a source of power, prestige and profits - have more recently become a big headache. For example, Deutsche Bank's entanglement in companies such as Klöckner-Humboldt-Deutz and Metallgesellschaft has been costly and a drain on senior management time. Of the big banks, Commerzbank has been the most aggressive in making disposals, for example selling most of its stake in the Karstadt retailing group. Deutsche also cut its Karstadt holding and reduced its Daimler-Benz stake from 28 to 24.4 per cent, but would probably like to sell more of its holdings. It is, however, hampered by the penal tax consequences of selling stakes acquired decades ago.

The disposals trend is to be welcomed: it helps managements focus on the difficult enough task of managing the core businesses. The cash generated can be better invested in mainstream banking activities or handed back to shareholders. This greater focus should be good for investors. The sooner banks press on with the job, the better.

See additional Lex comment on UK hotel accounts, Page 20

## China accused of dumping low-priced bicycles on US

By Nancy Dunne in Washington and Tony Walker in Beijing

Three US bicycle manufacturers are seeking protection against Chinese imports which they say severely hit their operating profits last year.

The companies filed a complaint yesterday with the US Commerce Department and the International Trade Commission, alleging that China is dumping bicycles in the US at "less than fair market value".

US retailers, however, were surprised by the action. Mr Bill Dewes, manager of Chevy Chase Cycling and Fitness, said he handled Schwinn bikes made in China and prices of his stock had remained steady over the past few years.

Last year, the US imported

7.1m bicycles out of a market of 16.7m. While import levels have remained steady, China's share of the overall market has risen sharply, from 14.6 per cent in 1990 to 23.7 per cent last year. "This is not a case of volume losses," said Mr Michael Kershaw who is acting for the US manufacturers. "But pricing has been a problem. The domestic industry has been forced to cut prices on every bike it sold."

The complaint was filed by Murray Ohio Manufacturing, a subsidiary of Tomkins Corporation, which is a US subsidiary of Tomkins of the UK, along with two US-owned companies - Huff Bicycle Company, a division of Huff Corporation, and Roadmaster, a subsidiary of Roadmaster Industries.

The three companies have been

monitoring the market since Taiwanese and other Asian investors set up joint venture factories in China early this decade. Since then, production has far exceeded demand. In 1994, China produced 40m bicycles against demand of 34m. In 1993 - the latest figures available for ownership - there were 451m bicycles in China, or 38.5 per 100 people.

The US action follows the imposition of anti-dumping duties on Chinese bicycles by Canada, Mexico and the European Union.

Leading Chinese manufacturers such as Forever and Phoenix have been looking to exports - mostly to Asia and Africa - to provide an outlet for excess production. Less than 5 per cent of production of these "low end" products goes to the US.

## EU attacks Canada in fisheries row

Continued from Page 1

think any damage has been done. "I think the European Commission is fully aware that they have a heck of a problem trying to convince the Spanish fleet [of the need for responsible fishing]."

Britain's opposition to the ministers' condemnation was the

third time it has adopted a fiercely independent position in the dispute between Canada and the EU. Mr Michael Jack, UK minister for fisheries, said events were being driven by "uncertain" reports of what had happened in the north Atlantic.

Britain believed that any further action should concentrate on

how to bring negotiations to a successful conclusion. The Commission's condemnation of Canada "would be counter-productive".

Mrs Emma Bonino, fisheries Commissioner, had hoped to present a settlement to a meeting of EU foreign ministers on Monday.

## Chase under pressure after criticism of share returns

Continued from Page 1

ing business, making the value of the parts worth more than the whole, he said.

Heine's most notable achievement to date was the agreement in February for the sale of Michigan National, a Chicago-based bank, to National Australia Bank for \$1.5bn.

With 8 per cent of the bank's shares, Mr Price had agitated for more than two years for the bank to take action to raise its stock price.

Chase has long been valued by the stock market at less than its stated book value, setting it apart from most other big US banks and making it a potential target for a break-up. Until yesterday, though, a forced break-up of a large bank was widely considered unlikely.

Before news of Mr Price's interest, Chase was valued by the stock market at some \$6bn, or only about 85 per cent of its book value, against an average 115 per cent for comparable US banks.

Chase has won plaudits from

investors for the way it handled the problems of the early 1990s, cleaning out bad loans and restructuring to run its different businesses more independently.

It is now made up of three largely separate operations. One estimate said a break-up of Chase would yield \$65-\$70 a share. Chase's shares climbed 33% yesterday morning, to \$41½.

### FT WEATHER GUIDE

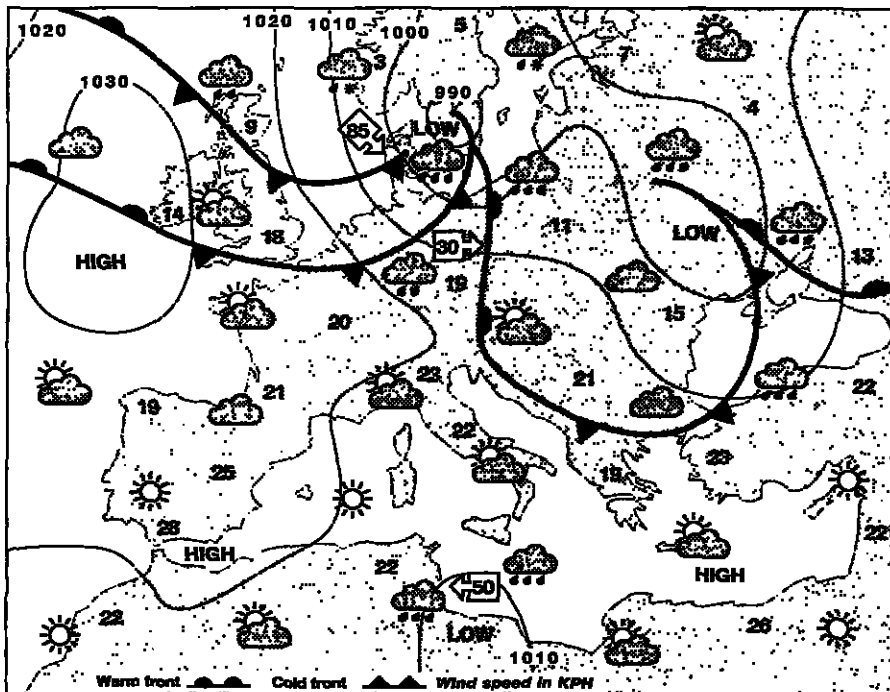
#### Europe today

High pressure west of Ireland will bring sunny periods to most of Ireland and western parts of Scotland, Wales and England. Scotland and northern Ireland will have a few wintry showers. A low over southern Scandinavia will bring heavy rain to the region. Temperatures will reach 15C-20C in the Lowlands and northern France. During the evening, cool air from the north-west will spread over this area and into northern Germany.

Southern France will be mainly sunny with temperatures above 20C. An active low over Libya will cause heavy thunder storms in Malta, southern Italy and Tunisia.

#### Five-day forecast

The UK can expect sunny and dry conditions. Cool air will move over western Europe with day time temperatures falling to 10C-15C. A scattered frost during the night will result. This pattern will continue until at least Tuesday. In southern Europe there will be little change. The low over Libya will move east, bringing showers and cloud to Greece and southern Turkey by Sunday.



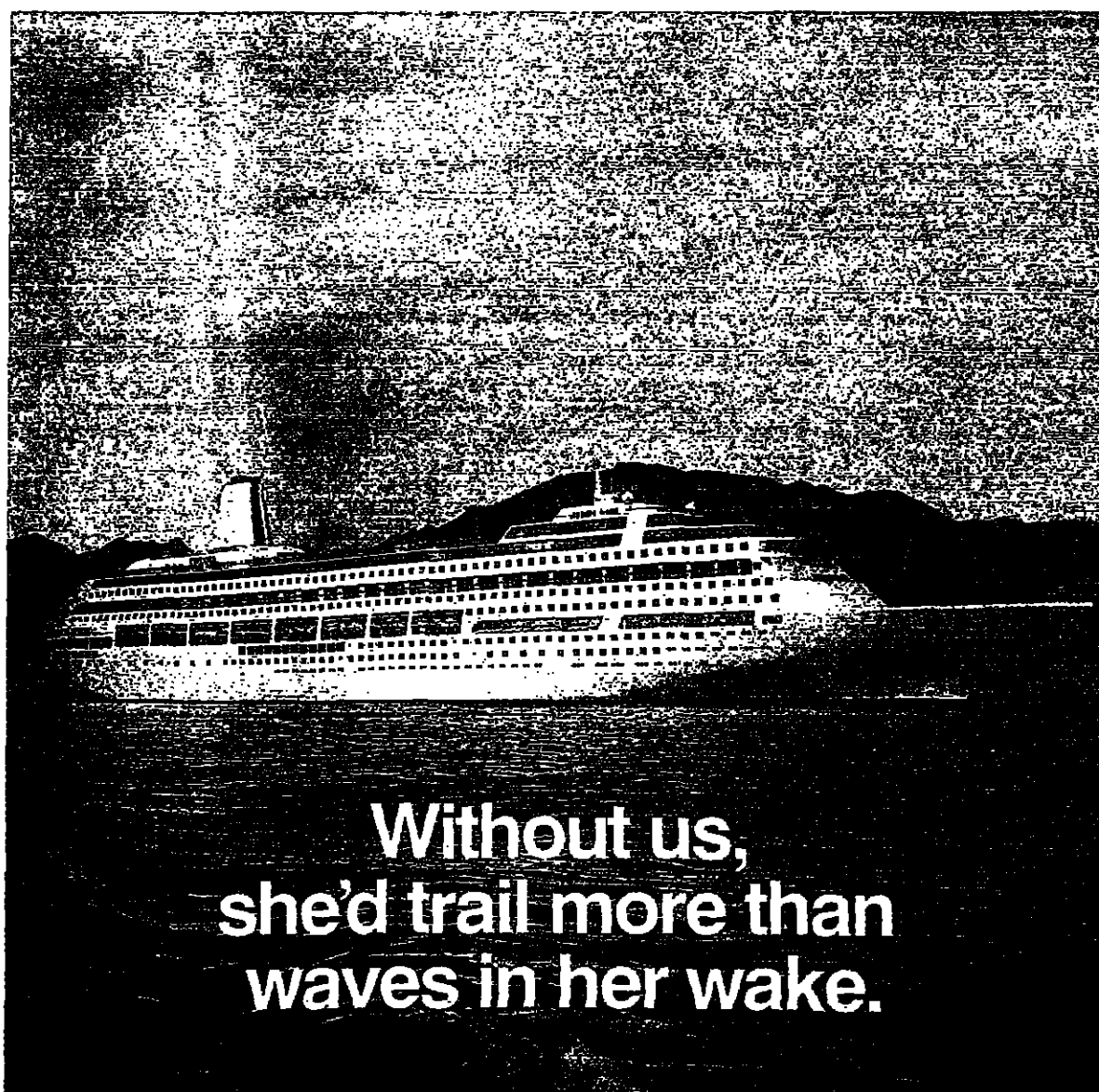
Situation at 12 GMT. Temperatures maximum for day. Forecasts by Meteo Consult of the Netherlands

#### TODAY'S TEMPERATURES

Abu Dhabi	28	fair	20	Caracas	sun	29	Faro	sun	22	Madrid	sun	25	Rangoon	sun	35
Accra	28	fair	20	Cardiff	fair	15	Frankfurt	sun	21	Manila	cloudy	21	Reykjavik	rain	6
Algiers	28	fair	20	Geneva	fair	14	Glasgow	sun	21	Moscow	cloudy	18	Rio	cloudy	27
Amsterdam	18	showers	15	Harrogate	sun	15	Hamburg	sun	20	Manchester	fair	16	Rome	sun	20
Athens	21	sun	23	Heidelberg	sun	19	Helsinki	sun	13	Mexico City	sun	23	S. Francisco	cloudy	17
Bahia	28	sun	23	Hong Kong	cloudy	20	Honolulu	sun	28	Milan	sun	23	Singapore	showers	33
Bangkok	28	sun	23	Isle of Man	sun	18	Jakarta	sun	28	Montreal	sun	5	Stockholm	rain	7
Batavia	28	sun	23	London	sun	15	Karachi	sun	35	Munich	sun	18	Strasbourg	rain	21
Bombay	28	sun	23	Luxembourg	sun	15	Kuala Lumpur	sun	35	Nairobi	sun	28	Taipei	sun	22
Buenos Aires	28	sun	23	Lyon	sun	15	Los Angeles	sun	27	Nagasaki	sun	21	Tampere	sun	23
Calcutta	28	sun	23	Madrid	sun	22	Las Palmas	sun	27	Nassau	sun	28	Tel Aviv	sun	26
Cairo	28	sun	23	London	sun	15	London	sun	15	Nice	sun	20	Tokyo	sun	15
Cape Town	28	sun	23	London	sun	15	London	sun	15	Nicosia	sun	23	Warsaw	sun	19
				London	sun	15	London	sun	15	Paris	sun	20	Wellington	showers	17
				London	sun	15	London	sun	15	Perth	sun	31	Winnipeg	cloudy	4
				London	sun	15	London	sun	15	Prague	cloudy	16	Zurich	fair	19

More and more experienced travellers make us their first choice.

Lufthansa



The £200 million, 69,153 ton Oriana - the new flagship of the British passenger fleet - utilises the latest technology to ensure that she cannot pollute the sea. Determined not to let a single drop of oil leak from her twin shafts, even at her full 24 knots, P&O sought seals which guaranteed their integrity.

The answer: John Crane Marine International's revolutionary Coastguard anti-pollution sealing system, which completely stops leakage from propeller shaft bearings. Moreover, for safety's sake, P&O chose additional JCM seals to keep Oriana's bulkheads, thrusters and rudders water-tight. Thanks to John Crane, there'll be no oil slick following Oriana's red ensign.

John Crane is one of TI Group's three specialised engineering businesses, the others being Bandy and Dowty.

Each one is a technological and market leader in its field. Together, their specialist skills enable TI Group to get the critical answers right for its customers. Worldwide.



TI GROUP

WORLD LEADERSHIP IN SPECIALISED ENGINEERING

For further information about the TI Group, contact the Department of Public Affairs, TI Group plc, Lambourn Court, Abingdon, Oxon OX14 1UH, England.

مسألة من الأصل



RECRUITMENT

JOBS: Assumptions about the UK labour market are not always backed by statistics  
Mixed views on the end of a 'job for life'

Hardly a day goes by without an employer, management consultant, politician or trade union official making the assertion that Britain's labour market is growing more flexible and insecure as the "job for life" rapidly disappears.

The failure of any "feelgood" factor to emerge in the labour market despite the steady fall in registered unemployment every month for more than two years, is often blamed on the rapid growth of low-paid temporary and/or part-time jobs and the fear this arouses among those in employment about what the future holds for them.

In the new world of short-term contracts and casualised work, permanent full-time jobs - indeed the very idea of planning a lifetime career - are seen increasingly as obsolete notions. A wide variety of people - including Professor Charles Handy, Howard Davies, the Confederation of British Industry's director-general, and Michael Ford, the UK employment secretary - believe this to be so. But are they right? Not according to David Shonfield at the independent Incomes Data Services, who claims in a research report published today: "Predictions of a future of casualised, promiscuous employment without secure jobs are not just questionable but demonstrably wrong."

He backs up his argument by set-

ting out what he sees as salient facts about the UK's changing labour market.

Shonfield points out that an increase in part-time employment is not a recent trend but has been going on for more than 30 years. Moreover, the fastest rate of part-time job expansion occurred not during the supposed Thatcher "revolution" of the 1980s, but in the now-derided corporatist 1960s. Then it rose from 9 to 16 per cent of the employed workforce. Today one in four employees are part-time.

Nor are these necessarily insecure or short-term jobs. Four out of 10 women part-timers had been with the same employer for more than five years in 1993.

Shonfield agrees that temporary work has increased recently - mainly providing employment for Britain's huge student population - but it still only made up 6.5 per cent of the employed labour force in 1993.

Moreover, he argues, "all the evidence suggests the amount of temporary working is still strongly linked to the economic cycle". "Cer-

tainly some employers are making use of temporary or contract staff to cover seasonal surges in business," he admits. "The experience of two recessions has naturally made many employers cautious about recruiting permanent employees."

Shonfield also points out that the average length of job tenure has not changed dramatically. While 36 per cent of men in 1993 had been with the same employer for 10 years or more, in 1963 the equivalent figure was 37.7 per cent.

He adds that half the country's male manual workers and more than two-thirds of women worked for the same employer for five years or less at the end of the 1960s, which suggests much of the labour market was flexible then too. So much for the tradition of lifetime employment in what is now called "the golden age". Shonfield describes those years as a "period of job hopping and labour turnover", though he accepts mobility was "based on a sense of security, new-found prosperity and the welfare state" and - perhaps he should have added - the fact of "full" employment.

Much to his surprise, Shonfield found from his analysis of the aggregate statistics from Incomes Management Consultant surveys, recent corporate delayering and restructuring "have had very little impact so far on executive career patterns".

Apparently in 1973, the average executive was aged 44, had been 13.1 years with the company and 4.8 years in the same job. In 1990 the average executive was still the same age, had been with the company 13 years and in the job for five years. It is possible the management upheavals of the early 1990s may have changed this picture.

However, Shonfield agrees the widespread experience of mass redundancy has brought "a real sense of insecurity for millions of people" and admits there is "a danger the predictions can turn into self-fulfilling prophecies". But he also believes the value of stable, permanent employment is being "rediscovered" in companies like Fortis, BT and the Pelican group, which have grown "sceptical of the siren voices extolling the virtues of promiscuity".

Shonfield concludes that there is much more stable employment around in the labour market than the pundits would have us believe. He suggests the "hype about the end of careers and jobs and the need for portfolios comes from the media people, lecturers and consultants who have been pushed out of secure employment".

But his study should not breed complacency. As an article in the latest edition of the Oxford Review of Economic Policy argues, many of Britain's workless are being forced into jobs that are increasingly temporary and low paid.

Paul Gregg and Jonathan Wadsworth point to the growth of a "secondary sector characterised by higher labour turnover among the least-skilled, young and old and those in atypical employment". They accept the "new" insecurity has been concentrated on a minority for "whom jobs for life will become the stuff of legends", but they also maintain the numbers in that position are increasing.

Moreover, they also argue that

unemployment has grown more unstable. The expected length of time a person remains jobless is 25 per cent less than in the 1980s recession, but this is due to more people leaving unemployment for inactivity, rather than to return to work.

In 1981, three-quarters of those leaving unemployment went into a job; by 1993 that proportion had fallen to only 60 per cent. "This explains why unemployment started falling so early in this recovery when employment generation remained weak," they explain.

Gregg and Wadsworth also argue entry jobs for the unemployed are offering wages at only half the average rate for those jobs. This reflects, they explain, higher turnover among the young and less skilled and the over-representation of part-time jobs. The real wages of entry jobs did not rise at all between 1979 and 1989.

They also suggest entry jobs "are increasingly taken by those who have a working partner. Those with no partner or a partner not in work are losing out in the struggle for work."

However, the authors seriously

mislead when they suggest tenured full-time employment has declined from 55.5 per cent of the workforce in 1975 to 35.9 per cent in 1993, suggesting a collapse in full-time work.

That decline in tenured employment is explained not by dramatic labour market changes, but by how long a worker has to be in employment to secure statutory minimum rights. This has gone up from six months in 1975 to two years in 1993.

But their bleak message about the bottom end of the labour market is, none the less, pertinent. "As the number of full-time jobs falls, so do the numbers at risk in the higher turnover secondary sector rise," they explain. "If families dependent on benefits find it hard to take part-time, low-paid and insecure jobs, then this will inevitably generate the observed simultaneous increases in the number of families dependent on welfare support and those with two or more earners."

"Long-run poverty among families systematically disenfranchised in terms of regular access to earned incomes is the ultimate consequence of these developments," they conclude.

"The Jobs Mythology: IDS Focus 74 from IDS, 195 St John Street, London EC1 4JL." Oxford Review of Economic Policy Vol 11 No 1 Spring 1995.

Robert Taylor

EMERGING MARKETS



SEARCH & SELECTION

EQUITY RESEARCH - EASTERN EUROPE

Our client, a major European investment bank with a significant and rapidly developing presence in Central and Eastern Europe, wishes to appoint a number of equity research professionals throughout the region. Based locally, successful candidates will be able to demonstrate the technical and analytical skills appropriate to making a key strategic contribution within the research effort. Specific knowledge and experience of issues relevant to the area are essential, as is a positive, enthusiastic and committed approach to market development within Central and Eastern Europe. With positions available in Prague, Warsaw and Budapest, successful candidates will necessarily possess the following attributes:

- Excellent verbal, presentational and written skills
- A critical and incisive intellect, with the insight to discern value and opportunity
- The ability to meet tight deadlines and cope with diverse workloads
- The maturity to operate within a team-based, consensual environment

While relevant linguistic skills would be an advantage, they are by no means essential.

For further details please call or write to:

Cambridge Appointments Ltd  
252 Strand, London WC2R 0AL  
Tel: 0171-377 0887 Fax: 0171-377 0887

Risk Analyst - Derivatives  
Mathematical Modelling

London

This pre-eminent global securities organization has developed its reputation through the creation, structuring and trading of derivative products and is a market leader in risk management. An opportunity has arisen for a highly numerate individual with a commercial focus to join the market risk team who verify trading and evaluation tools/techniques. The team's growth is a direct response to the commitment of the organization to the management of risk. Its effectiveness is dependent on a pragmatic approach and imaginative thinking. The individual will be expected to contribute analytical and quantitative skills utilizing advanced numerical techniques. Complex mathematical modelling, advanced spreadsheet analysis and programming in C will be required. There will be exposure to a broad range of derivative products and training of the highest standard will be available.

Excellent Package

With a quantitative academic background, you will have one to two years experience in the front or back office of an active derivatives house. Alternatively a recent PhD/Masters graduate in Finance or Maths who can demonstrate a good knowledge of derivatives will be considered.

A young and innovative environment, this is an outstanding opportunity to join one of the leading players in the derivatives market. Career development prospects must be viewed as excellent. The remuneration package includes a competitive salary with full banking benefits.

Interested applicants please send a full resume to Anthony Cook, Ref. 1917/02 at Morgan & Banks Plc, Brettenham House, Lancaster Place, London WC2E 7EN, fax 0171 240 1052 or if you prefer telephone 0171 240 1040.

Morgan & Banks  
INTERNATIONAL

Heads of Finance and Operations

S. America E. Europe Far East

International Banking

Our client is a double A rated European Banking group with a highly regarded and expanding international network for corporate, investment and private banking. Their growing presence in the world's fastest-developing regions reflects their strength as a world leader in emerging markets banking and trade finance.

It now requires a number of individuals to head the finance and operations functions in some of the major growth areas; responsibilities will encompass finance, legal, operations, systems and general administration.

The successful applicants will be able to demonstrate:

- extensive knowledge of corporate banking accounting and operations with overseas experience and thorough understanding of related systems.
- a strong record of line management, the ability to train and delegate to local staff; foreign language skills would be an advantage.

This experience will have been gained in a major international financial institution and would suit an individual who enjoys the independence of an overseas position.

Competitive packages including relocation expenses are offered for these exceptional career opportunities.

Rochester Partnership Ltd, Executive Search and Selection, 31-45 Gresham Street, London EC2V 7DN. Tel: 0171 600 0101 Fax: 0171 796 4255.

SENIOR EUROPEAN EQUITY SALES

THE BANK

- A highly-rated and consistently successful Investment Bank with an established International Equities operation in London.
- The aim to be a leader in European primary business whilst maintaining comprehensive, high quality secondary market coverage.
- A commitment to strengthening and promoting this operation through the recruitment of a select number of key individuals.

THE POSITION

- A Senior Sales person to complement the existing structure and contribute to the development of the Equity Broking business.
- Expansion and improvement of service to major UK institutional clients.
- Marketing and raising awareness amongst investors of the high-quality Research product.

THE CANDIDATE

- A minimum of 5 years experience servicing UK institutional investors.
- An active commission generator who will contribute within this already profitable team.
- Expertise and experience of the Continental European Equity Markets.
- Excellent communication and presentation skills.

REMUNERATION

- In addition to a competitive basic salary based on the candidate's experience, the package will consist of a performance-related bonus and executive benefits.

Please contact either Nick Hudson or Miranda Scott.

Michelangelo

Michelangelo Associates, Search and Selection, Austin Friars House, 2 Austin Friars, London EC2N 2HE  
Tel: 0171-972-0150, Fax 0171-972-0151/2

APPOINTMENTS  
ADVERTISING

appears in the UK  
edition every  
Wednesday &  
Thursday and in  
the International  
edition every  
Friday.  
For information  
on advertising in  
this section  
please call

Andrew  
Skarzynski  
on  
+44 0171 873 4054

Joanne Gerrard  
on  
+44 0171 873 4153

Sales Professionals  
in the LIFFE Markets

City

Excellent package

Dean Witter is seeking to expand its sales teams on the LIFFE market and has four vacancies:

One senior broker in each of the gilts/sterling, Euromarkets and Bunds/BTP contracts.

The successful candidates will have worked in the LIFFE markets for a minimum of five years. You should have a current client base and the capability and experience to develop client relationships. Candidates must be able to demonstrate excellent sales skills and have a proven track record in the markets.

The fourth vacancy is for someone with at least 3 years experience in futures and options on a desk. You must be able to demonstrate the ability to sell exchange traded products to institutions.



All candidates must show understanding and knowledge of global economic trends as well as their experience of LIFFE products. All candidates must be SFA Reg. Representatives.

We offer an excellent package with a generous bonus scheme to reward individual expertise and abilities.

If you are interested in any of these opportunities, please send your full curriculum vitae with a covering letter, to Miss S. Patterson, Human Resources Manager, Dean Witter International Ltd., 1 Appold Street, 6th Floor, London EC2A 2AA. All applications will be acknowledged.

No agencies please.

DEAN WITTER

Treasury Sales

Major U.S. and European Banks require high calibre individuals to provide a broad range of treasury products (including swaps, FX, interest rate and structured notes) to corporates in the following geographical areas: Japan, France, Italy/Spanish/Portugal, Greece, Germany, Switzerland/Austria and Sweden.

Asset Swaps

Medium to long term opportunities currently exist for candidates with relevant experience in the trading and in some cases marketing/sales of Asset Swaps. Please call Andrew Stone for further details.

Swaps Derivatives Marketing

Top Investment Banks based in the City require applicants with a minimum of 18 months' experience. A foreign language ability, e.g. German, Swedish, Danish can be advantageous. Please call Andrew Stone.

Japanese Speaker - Money Market Sales

Exciting opportunity now exists for a Japanese speaking graduate interested in a sales career. Knowledge of Money Market/Futures Exchange products coupled with excellent commercial skills would be a definite advantage. Please call Mark O'Connor.

Fixed Income Sales

Quality salespeople urgently required by Top City House for coverage of Scandinavia and Germany. A foreign language ability, e.g. German, Swedish, Danish can be advantageous. Please call Mark O'Connor.

Fixed Income Sales

Various Banks and Securities Houses require high calibre experienced salespeople to cover UK, ERM and large Corporates. Please call Richard Ward.

For further details please call on 0171-377 6488 or send/fax your CV to us. All applications are treated in the strictest confidence. For enquiries outside business hours call 0181-245 0160.

CAMBRIDGE APPOINTMENTS  
252 Strand, London WC2R 0AL. Fax no. 0171-377 0887

Candidates must be educated to at least 2nd degree level, have a minimum of 4 years' experience and be able to demonstrate clear and profitable client relationships. For some of these positions, appropriate language skills will be required. Please contact Christopher Hume.

Fixed Income Sales

Various Houses seeking experienced Y&P specialists covering any geographical area. Please call Richard Ward.

Financial Analyst

An experienced Analyst is required to perform financial and market research on actions and companies as part of the International Business Development effort for this rapidly expanding International Exchange. Please contact Stephen Donnelly.

Oil & Gas

Experienced Senior Analysts are required for several positions within major city institutions. The ideal candidate will have a minimum of three years' analytical experience within this specialised sector. Please contact Stephen Donnelly.

OTHERS

CORPORATE FINANCE, ORIGINATIONS, REPO TRADING, FUTURES AND OPTIONS SALES, NEW ISSUES/SYNDICATIONS, FINANCIAL ENGINEERING, EQUITY ANALYSIS, EUROPEAN SVT TRADING, EUROPEAN TRADING (S), SENIOR FIXED INCOME TRADER, SWAPS TRADING, STRUCTURED SALES.



## TOP OPPORTUNITIES

### SENIOR POSITIONS IN GENERAL MANAGEMENT



### Group Chief Executive

#### Construction plc : Scotland

London & Clydeside Holdings is a listed plc whose principal activity is private sector housebuilding, accounting for 90% of turnover and profitability. A current restructuring at Board level, due to retirements, has created the need for a new Chief Executive to be responsible for all aspects of the group's activities. The main focus will be on growth and diversification matched by sustained increases in profitability, particularly of the housebuilding subsidiary. Ideally aged 35-50, you should have considerable housing development experience over a number of years in the industry. Extensive general management experience at or just below Board level is required. Personal qualities must include vision, considerable leadership ability and resilience. The remuneration package, which will include share options, will be a matter for negotiation. Please apply, in strictest confidence, with full career details, to Peter Stevenson, Chairman, London & Clydeside Holdings plc, 1 Park Quadrant, Glasgow G3 6BS.

### THE TOP OPPORTUNITIES SECTION

for senior management positions.

For advertising information call:

Stephanie Cox-Freeman  
+44 0171 873 3694

Joanne Gerrard  
+44 0171 873 4153

### General Manager

Neopost is a world market leader in the design, manufacture and distribution of mailroom equipment. Neopost Finance Limited is the sales and leasing subsidiary of Neopost Limited, the UK manufacturing and distribution company which has a user base of 50,000 installed customer units. The head of Neopost Finance Limited has recently been promoted to the Board of the parent company, and we now wish to appoint his successor. As General Manager you will have day to day operational responsibility for the company, which has a growing portfolio of £24 million, comprised of 13,000 agreements and employing 35 people. In addition to managing administration, credit underwriting, cash collections and litigation, you will have responsibility for marketing the financial services offered by the leasing company to the salesforce. This will involve continuous liaison with the salesforce, including preparation and presentation of sales training modules and development and monitoring of sales incentives. This key role offers an excellent opportunity to the person who can combine business and technical expertise with flair and initiative. We offer a benefits package including a competitive salary, company car and health care scheme. Please apply in writing with full CV to Miss Michelle Kerfoot, Personnel Officer, Neopost Limited, Neopost House, South Street, Romford, Essex RM1 2AR.

**neopost**

### BANKING FINANCE & GENERAL APPOINTMENTS

#### MINING FINANCE

Salary £Negotiable

Our client is a growing and respected force in the provision of a wide range of banking services and products to corporate clients throughout the world.

As part of its ongoing development programme the bank now seeks to appoint an experienced project/corporate financier to take full responsibility for originating quality cross border business in the mining sector.

The successful candidate will be a highly motivated self starter, who will be able to demonstrate a record of success in originating and structuring high profile project and/or corporate finance mandates in the international mining sector. This is an outstanding opportunity for an entrepreneurially minded banker who seeks greater autonomy and individual responsibility.

Telephone 0171-623 4075  
Facsimile: 0171-626 3172

#### UK CORPORATE BANKING

£40-£60,000

In order to further capitalise upon their established presence in the UK corporate market our client, a highly respected and substantial European banking institution, seeks to appoint an experienced corporate banker to take responsibility for building and maintaining a portfolio of top 100 UK corporate clients.

The successful candidate is likely to be a graduate in his/her late 20s to mid 30s and have gained at least 3/4 years experience in handling major UK corporate accounts, across a wide industry spectrum. Credit skills and a sound understanding of lending/capital markets products are also essential for this role, which will appeal to a career orientated self starter, keen to work within a demanding and challenging environment.

Please contact Richard Lyons or Sean Carr

**CLARKE LYONS**  
Search & Selection Limited

#### ASSET SECURITISATION

Analyst c£30,000

Our client, a leading European Banking Institution, has a long established reputation for the provision of services and solutions to its clients financial needs. As an increasingly active player in the Asset Securitisation market it has now identified the need for an additional team member in its London based group. The role is a varied one but typically, through research and analysis, the successful applicant will assist senior team members in the execution of transactions throughout the UK and Europe.

Ideally candidates will have experience of Asset Securitisation, first class analytical skills and be a keen and enthusiastic team player. In addition candidates will be aged 25 to 33, with a good academic background and have gained advanced computer modelling skills.

Astral House,  
125-129 Middlesex Street  
London E1 7JF

### NEW SENIOR ROLES IN . . . MANAGEMENT & BUSINESS CONSULTANCY

FOR TOP PROFESSIONALS WITH EXPERIENCE  
IN CENTRAL & EASTERN EUROPE

Our client is one of the leading global Management Consulting Partnerships operating from 35 offices worldwide. In 1994 their fee income grew by over 25% and further impressive expansion is planned through 1995.

This Consultancy has always sought to provide their clients, many of whom are major multinationals, with outstanding consulting services. They have an enviable reputation for pioneering new services in response to - and often in advance of - their clients needs. For example, their Sector Specialists have long operated on a pan-European basis and the firm is independently acknowledged to be the pioneer of Speciality Practice Concept.

One such Specialist Practice focuses on Central and Eastern Europe, where they are engaged principally by western multinationals. This team has consultants working at various locations in the West including London, Paris, Munich and Stockholm and from established offices in the East and have been active in this region since 1989. They are now facing extraordinary growth in demand for their services and wish to add further high quality individuals to the practice.

You should have a good first degree or appropriate professional qualification and ideally an MBA from a top business school. Your track record in industry or the professions will be outstanding and you will exude professionalism and be totally committed to delivering exceptional results to clients.

If you are ready to accept this challenge in a fast growing market our client would like to hear from you. Please write in confidence with full career details to Richard Town, (Ref: RT/6/BCE).



The BRAHM Agency, Search & Selection, Alma Road, Huddersley, Leeds LS6 2AH.

### Major Bermudian Bank

## Senior Vice-President

Credit

Hamilton

Bermuda's Financial scene is going through a period of dramatic change due to deregulation and the ever growing importance of the island as a Financial centre.

Our client seeks an outstanding Banker to head up the Credit Department and to work with the Bank in taking full advantage of the situation described both locally and internationally.

The person appointed will report to the Executive Vice-President of Banking and will lead the Bank's Credit Division. He/she will be responsible for all aspects of Credit Control, Authorisation, Monitoring, New Product Development and Lending Practice. Consider-

able emphasis is placed on the building and development of Client and Inter-bank relationships. Our client seeks an International Banker with twenty years experience, probably with an MBA or FCIB qualification. A progressive track record in appropriate houses is essential.

An attractive remuneration package is envisaged in a tax-free environment. Excellent benefits include a housing allowance etc.

Please reply in the first instance to Colin Barry, Managing Director, Overton Shirley & Barry Limited, Prince Rupert House, 64 Queen Street, London EC4R 1AD. Tel: 0171-248 0355. Fax: 0171-489 1102.

**OVERTON  
SHIRLEY  
& BARRY**

INTERNATIONAL SEARCH AND SELECTION

## Investment Banking Executive

Established European Investment Bank

London

Full Banking Package

Our client is a major European bank which is currently expanding its international investment banking activities in London. Our client provides a full range of advisory services in debt/equity capital markets and mergers and acquisitions as well as sales and trading of a wide range of financial instruments.

There now exists a new position for an Investment Banking Executive. The emphasis will be on mergers and acquisitions but will also provide exposure to equity and debt corporate finance. Working in project teams, you will gain a high level of responsibility and freedom at an early stage, with client exposure from the outset.

Candidates, likely to be aged 24-28, for this demanding role must demonstrate:

- Excellent academic background, probably MBA qualified or equivalent.
- Strong analytical skills and computer literacy.
- Initiative, creativity and maturity.
- Knowledge of the German marketplace and German speaker a preference.
- Previous experience preferred, but not mandatory.

This is an excellent opportunity for an ambitious and confident candidate seeking to accelerate his/her career in an entrepreneurial environment.

Interested candidates should contact Ian Tucker on 0171 831 2000 or send a full curriculum vitae to him at Michael Page City, Page House, 39-41 Parker Street, London WC2B 5LH. Fax 0171 405 9649. Please quote reference 229136.



**Michael Page City**  
International Recruitment Consultants  
London Paris Frankfurt Hong Kong Sydney

#### International FISE PLC

Corporate Finance Executives

Ideally 4 years

Corporate/Investment Bank

Experience.

Entry level managerial

appointments

Further Details call RJA

Associates

Tel: 0171 232 8866

Fax: 0171 233 1759

## Vice President, Business Development

### GE Capital Europe

c£75 - 90,000 plus substantial bonus

London

GE Capital, with worldwide assets of \$200 billion, are committed to an expansion policy in Europe. The automotive financial services division has assets of \$12 billion with the majority of these currently in North America.

The division is now expanding across Europe by acquisition of portfolios or financial institutions and is therefore looking for one or possibly two vice presidents who will have full responsibility for executing this strategy. Acquisitions will be sizeable and candidates must have the maturity to negotiate at the highest levels.

Career progression will be towards a senior line management role in the near future.

Only candidates in their mid to late thirties with at least two European languages fluent at business level, 10 years of business experience including significant cross-border European M & A experience as a principal or advisor should apply. Candidates should also possess an MBA from a leading business school.

Candidates will probably currently be working in a leading investment or universal bank, or with an acquisitive commercial company.

Please reply to Paul Wilcock, quoting Ref: N1525, enclosing a CV, list of transactions (and positions of responsibility for each) and remuneration. MSL International Limited, 32 Aybrook Street, London W1M 3JL.



**GE Capital Europe Limited**

An Equal Opportunity Employer

Affiliated with General Electric Capital Services (USA) and General Electric (USA) and not affiliated with the English company of the same name

#### DIRECT INVESTMENT

A major multinational corporation is looking to hire an experienced investment professional for the Asian market to form part of a team to start a 25MM proprietary direct investment fund. Qualified candidates will have a minimum of 5 years experience in direct investment/venture capital, strong analytical, structuring, and negotiating skills. Ability to source transactions is a plus. MBA / Finance or equivalent experience preferred.

The position will require a hardworking individual who has excellent interpersonal, analytical and problem solving skills. Team player a must. Interested candidates should send a confidential letter of application with compensation history and resume to:

The Financial Times, Box A5083  
Number 1 Southwark Bridge, London SE1 9HL

#### GLOBAL INVESTOR RELATIONS AND FINANCIAL INFORMATION COMPANY

We are a leading investor relations and financial data company, with global operations serving an extensive international client base. We are now looking for a professional with experience in IR consultancy, conference planning or roadshows. Experience in negotiating and operating at board level is vital. The candidate should also be highly motivated and organised, with a substantial knowledge of global financial markets. Languages, including French and German, would be an advantage. Applicants should send CV and salary history to:

Box A5080, Financial Times, One Southwark Bridge, London SE1 9HL.



## Head of Financial Services

Premier Financial Institution

£100,000+ with Bonus & Benefits

City

Outstanding opportunity for mature, highly experienced individual to manage multibillion treasury function, banking relationships and advise on capital sourcing. This City institution has global profile and wide international interests. London based.

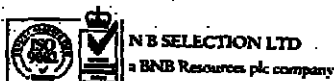
### THE POSITION

- ◆ New role reporting to Chief Financial Officer. Responsible for profitable investment of significant funds in securities, FX and money markets.
- ◆ Manage banking relationships to maximum benefit, control costs and strengthen capital resources.
- ◆ Advise top management on other capital raising, funding and capital markets issues. Ensure smooth functioning of back office and settlements functions.

### QUALIFICATIONS

- ◆ Highly credible senior treasurer, corporate or merchant banker. Sound credit and securities knowledge. Experience gained in top quality financial institution or corporate.
- ◆ Able manager of people. Comfortable in systems dependent business, with high volume of complex, multicurrency transactions.
- ◆ Presence, stature and pragmatism. Excellent communication and presentation skills.

Please send full cv, stating salary, ref CPI306, to NBS, 10 Arthur Street, London EC4R 9AY



N.B.S.

CITY 0171 623 1530  
Aberdeen 01224 638080 • Birmingham 0121 233 4656  
Bristol 0117 929 1142 • Edinburgh 0131 220 2400  
Glasgow 0141 204 4334 • Leeds 0113 245 3830  
Manchester 01625 539953 • Slough 01753 819227

Up to US\$150,000 +  
equity/partnership potential

Asset Management  
Joint Venture

Bombay

## Chief Investment Officer

Unique entrepreneurial position for an experienced fund manager to play a pivotal role in developing an asset management franchise in the exciting and expanding domestic Indian capital markets. This new operation is backed by a market leader in emerging markets asset management and a blue-chip Indian conglomerate with significant international interests. These two partners together bring international asset management expertise and considerable local influence and knowledge. The future prospects for the growth of this business are outstanding.

### THE ROLE

- ◆ Work as part of a core team with the Chief Executive and Joint Venture partners in defining future strategy, product development and growth opportunities.
- ◆ Launch and manage a series of funds targeted at local retail and institutional investors and non-resident investors. Develop a high-quality investment team with a strong research culture.
- ◆ Act as a local advisor to the substantial international India fund managed by one of the JV partners, and support the marketing activities of the firm, both locally and internationally.

### THE QUALIFICATIONS

- ◆ Experienced international fund manager, probably aged mid 30s, with a sound performance record with a major institution in the US, Europe or Asia. Exposure to the emerging Asian markets is preferable, particularly the Sub-Continent.
- ◆ Proven familiarity with top-down asset allocation and bottom-up stock selection techniques. Disciplined investor who can bring international expertise and conviction to a developing market.
- ◆ Stature and credibility to launch new funds. Energetic and adventurous personality with creative mind. Proven leadership qualities.

Leeds 0113 2307774  
London 0171 493 1238  
Manchester 0161 499 1700

Selector Europe  
Spencer Stuart

Please reply with full details to:  
Selector Europe, Ref. F7039114L,  
18 Canning Place,  
London EC2A 3DF

## Adam & Company Manager - Private Banking

Negotiable Package

Manchester

Superb opportunity for mature career banker to establish and manage new office of this prestigious private bank.

### THE COMPANY

- ◆ Adam & Co specialises in discreet management of the banking and investment affairs of its clients.
- ◆ Dedicated to providing the highest quality of service from offices in Scotland, England and the Channel Islands.
- ◆ New Manchester office to be opened in the summer of 1995.

### THE POSITION

- ◆ Set up and run new office. Report directly to Group Managing Director.
- ◆ Extensive marketing of the specialist range of services to new and existing clients.

- ◆ Develop and maintain client accounts. Contribute to new product development.

### QUALIFICATIONS

- ◆ Experienced retail banker who has retired early, or inspired young banker who relishes a challenge.
- ◆ Marketing flair and ability to win confidence of high net worth clients.
- ◆ Team leader with excellent communication and interpersonal skills and appropriate professional qualifications. Sound commercial judgement.

Please send full cv, stating salary, ref CPI307, to NBS, Courthill House, Water Lane, Wilmslow, Cheshire, SK9 5AP



N.B.S.

MANCHESTER 01625 539953  
Aberdeen 01224 638080 • Birmingham 0121 233 4656  
Bristol 0117 929 1142 • Edinburgh 0131 220 2400  
Glasgow 0141 204 4334 • Leeds 0113 245 3830  
London 0171 493 6392 • Slough 01753 819227

## Corporate Broking

Exciting Opportunities

City

UBS Limited, part of the Union Bank of Switzerland group of companies, is looking to expand its corporate broking team and an opportunity has arisen for an executive.

You will be a graduate and will have a minimum of one or two years' experience of equity markets, possibly as an investment analyst. As an excellent communicator with strong writing ability, you will use your skills in client liaison, and will be involved in the preparation of presentations and written reports. A team spirit is essential for this position as is the ability to work unsupervised at times. You will need to be hard working and dedicated with a mature approach.

A comprehensive salary package is offered with this position, including mortgage subsidy, performance award, private health care and non-contributory pension.

If you have the above attributes and can rise to this challenge, we would like to hear from you. Please send a curriculum vitae and covering letter to:

Mrs Melanie Olrik  
Personnel Manager  
UBS Services Limited  
100 Liverpool Street  
London EC2M 2RH



## Emerging Markets Equity Sales and Research Mining/South Africa

Hambros Equities UK Limited is part of the Hambro group, which provides international banking, investment, insurance and retail financial services. The company is a leader in world-wide mining investments and Australian and South African financial markets, where the company has long-established relationships. In-house investment research is currently marketed from our offices in London and Sydney by our specialist sales teams to an extensive international client base.

As part of ongoing development, Hambros Equities wishes to build on these strengths by recruiting additional sales and research personnel for its London office.

### Institutional Equity Sales

Roles exist for both senior and junior institutional sales persons. In addition to extending client coverage of existing business, the positions will focus particularly on further development of the company's South African business. Applications are sought from experienced institutional equity sales people already covering these business areas or emerging markets.

### Investment Mining Analyst

Candidates should have a good working knowledge of conventional investment methods for the evaluation of mining shares and preferably be familiar with the senior international gold mining companies and their management. Members of the research team will participate in marketing presentations to clients and provide support to the company's other business areas when necessary. The successful candidate should ideally have some relevant mining industry experience.

### South African Industrial Analyst

Building on Hambros Equities' established South African business, the company wishes to recruit an investment analyst with experience in the South African industrial sector. A good knowledge of the sector is required, although candidates may not currently be working in broking. Applications from those based in South Africa are also invited.

Attractive remuneration packages for all positions will reflect candidates' experience and include a performance related bonus and the usual benefits associated with these positions.

In the first instance, please send a full resume, indicating which position you are interested in, to: Geoff Selby, Ref. GR249, Roose and Partners Advertising Limited, 100 Gray's Inn Road, London WC1X 8AU.

**HAMBROS EQUITIES UK LIMITED**  
A member of SFA

The Top Opportunities Section  
Advertise your senior management positions to Europe's business leadership.  
For information please contact:

Stephanie Cox-Freeman  
+44 0171 873 3694  
Joanne Gerrard  
+44 0171 873 4153  
Andrew Skarzynski  
+44 0171 873 4054

## BANKING WITH LANGUAGES

### EMERGING MARKETS - FLUENT RUSSIAN

C. £30K + BENE. PRO.  
Ideal candidate will come from a consultancy background & possess min. 2 yrs project exp. on banks & financial institutions. Good systems knowledge req'd.

### INTERNAL AUDITOR - GERMAN SPEAKING

C. 30K + BENE. PRO.  
Exp. opp. for recently or nearly qualified accountant with c. 18 mths exp. in auditing foreign banking operations who is willing to travel abroad.

### EXPORT FINANCE - STOCKHOLM

SAL. HIGHLY COMPETITIVE + FULL PRO.  
Senior marketing role in Stockholm. Ideal app. will be fluent Swedish & possess a solid export finance background.

### SENIOR SETTLEMENTS/CUSTOMER SERVICES -

FLUENT GERMAN C. £25K + BENE. PRO.  
Necessary prerequisites include good systems knowledge ie. testing/implementation, exp. communication skills & proven supervisory skills.

### INTERNAL AUDITOR - FLUENT HUNGARIAN

C. £30K + PRO.  
Truly marvellous opp. to join top Int. Blue Chip FMC Co. Availability to travel frequently a must.

### CUSTOMER SERVICES SUPERVISOR -

GERMAN ADV SALES + BENE. PRO.  
Customer oriented person sought with sound knowledge of FX/MM transactions, payment orders, audit requests plus exp. of opening & operating current accs.

Call EURO LONDON APPOINTMENTS  
Tel. 0171 583 0180 Fax. 0171 353 9849  
1 Hare Place, 47 Fleet Street, London EC4

## INTERNATIONAL FUND NEEDS INVESTMENT BANKERS

To deal with high net worth individuals, banks, insurance co. and funds. Excellent compensation and benefits. Must have 10 yrs experience. Fax resume New York 212-758 8137.

## CENTRAL & EASTERN EUROPE AND THE FORMER SOVIET UNION

## Investment Market Regulation Advisers

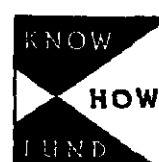
The Know How Fund is seeking qualified people to assist the nascent regulatory authorities of various Central Eastern European countries and the Former Soviet Union. Five Advisers are required as soon as possible for Russia, mostly on one year contracts, not necessarily full time and not necessarily continuously in Moscow. One Adviser is required in May/June 1995 for Slovakia on a one year contract, resident in Bratislava for at least the first six months. In Romania, an Adviser will be required in late 1995 for short term (up to one month) ad hoc assignments.

The whole spectrum of regulatory issues is relevant but of particular importance is expertise on the establishment of regulatory bodies, both statutory and self regulating. Basic rules and regulations for exchanges and investment firms also need to be developed and mechanisms for enforcement appropriate to the local environment need to be devised. Suitable training programmes for regulators and firms will need to be organised. Regulators, compliance officers, accountants and lawyers working in the regulatory field, are all likely to be of interest to us. If you think you have relevant experience and are interested in working in these countries, either full time or intermittently, please let us know.

Write to Tom Finnigan, enclosing CV, which should include details of knowledge, if any, of local languages, and indicating any preference for country of assignment and for full time or short term visiting assignments. Overseas Development Administration, Room AH369, Abercrombie House, Eaglesham Road, East Kilbride, Glasgow G76 8EA, tel 01355 843472 (24hr answerphone), fax 01355 843499.

Closing date for receipt of completed applications is 2nd May 1995. ODA is committed to a policy of equal opportunities and applications for this post are sought from both men and women.

**ODA**



OVERSEAS DEVELOPMENT ADMINISTRATION  
BRITAIN HELPING NATIONS TO HELP THEMSELVES

## TAKE PRECISE AIM

BY PLACING YOUR RECRUITMENT ADVERTISEMENT IN THE FINANCIAL TIMES YOU ARE REACHING THE WORLD'S BUSINESS COMMUNITY.



TARGET THE BEST

For information on advertising in this section please call:

Joanne Gerrard ..... on ..... +44 0171 873 4153  
Andrew Skarzynski ..... on ..... +44 0171 873 4054



## MEETING THE I.T. DEMAND... For Front & Back Office Developments.

Over the years D&P International have established themselves as market leaders in providing contract and permanent personnel within the financial arena.

We currently have project requirements for London and Europe for people with the following skills.

- NT Development
- Unix, Sybase
- Client Server Techniques
- Tandem/Atlas
- Money Markets

Please forward your personal details or contact David Partridge or Gerard Crespi for further information.

D&P International Ltd.  
11 Marlborough Place  
Brighton  
BN1 1UB

Tel: (01273) 605650  
Fax: (01273) 682284

Compuserve: 100572, 2017  
INTERNET Dpint@Pavilion.Co.UK.



"The difference is our people"

A stock brokerage company based in Korea is looking to recruit for following posts. The company is a member of KSE and belong to a major conglomerate in South Korea.

### RESEARCH ANALYST - SENIOR/JUNIOR

Based in Seoul, the appointee(s) will lead and work together with our domestic analysts. The appointee(s) will perform original and perceptive analysis, including company visits and industry research, to identify fundamental value. Knowledge of Korean language is not essential.

We offer a competitive salary, depending on the level of qualifications and experience, and a benefits package which includes a housing support.

To apply, please write with full CV including salary expectation to Mr. C. Kim  
Hanjin Investment & Securities Co., Ltd.  
Walbrook House  
23 Walbrook  
London EC4N 8LD  
Tel: +44 171 626 3377  
Fax: +44 171 626 1676

### TRADE INDEMNITY PLC Statistician

Salary negotiable plus substantial benefits

Trade Indemnity plc is the UK's leading Commercial Credit insurer with a premium income of over £100 million a year. Our core business provides cover against non-payment by a customer through insolvency and we have developed a portfolio of products which make Trade Indemnity Group PLC the most comprehensive provider of credit risk management services.

Our Group intends to remain the UK market leader and the continuing expansion of our underwriting operations now leads us to appoint a Statistician, who will be educated to degree level in a numerical discipline, with a strong background in statistical modelling within the Financial Services industry.

The successful candidate will have strong analytical skills, together with hands on experience in the development of commercial credit scoring models. Using one of the best financial databases in the UK, to help in the development of our predictive ability, a proactive and flexible approach, whilst working under pressure is essential.

This appointment, in addition to an excellent basic salary, which will be negotiable depending upon experience, carries a fringe benefit package which includes mortgage subsidy, profit share, non-contributory pension and free life insurance.

If you feel you match our requirements and would like to work with a successful and highly respected public company, please write with full career details to:

Alan Suckling - Manager Personnel  
Trade Indemnity plc  
12-34 Great Eastern Street  
London EC2A 3AX

### INDIAN FUND MANAGER

The City based asset management subsidiary of a UK Merchant Bank is looking for a Fund Manager to form part of a team covering India from Bombay, London and Hong Kong.

Based initially in London, candidates should have a first class academic background together with at least 3 years Fund Management and Investment experience gained in India, particularly relating to Offshore Funds. Specialisation in small/medium sized companies would be an advantage. A detailed knowledge of the Indian industry, financial markets, economy and social/political systems is also a pre-requisite.

To apply please write enclosing your CV, (including details of your current salary package), to: Box A5087, Financial Times, One Southwark Bridge, London, SE1 9HL

### CITY CAREERS FOR

- MBA's
- Exceptional Graduates
- Petrochem Professionals
- IT Professionals

Call John Kilburn-Toppin 0171 240 4942 or 379 5044

### APPOINTMENTS WANTED

### SELL YOUR UNIT-TRUSTS/ UNIT-LINKED LIFE INSURANCE IN GERMANY!

Experienced sales-manager, currently establishing a sales-network throughout Germany for a reputable English investment-management-company wants to take on even more responsibility by making the first step for an English company to get into the German market.

Write to Box A5080, Financial Times,  
One Southwark Bridge, London SE1 9HL

### SWITZERLAND

THE BANK FOR INTERNATIONAL SETTLEMENTS  
an international institution located in Basle.  
with approximately 460 members of staff from 24 countries

is looking for a

### STATISTICIAN / RESEARCH ASSISTANT

to work in its Monetary and Economic Department

The successful candidate will be involved in the collection and quality control of data on international financial markets as well as in the production of tables and graphs for internal purposes and external bank publications. In addition, the position will involve research assistance for economic analysts.

Candidates, ideally aged between 25 and 35, should have very good qualifications (university degree or equivalent) in computer-based statistical methods and economics. Previous professional experience with a central bank, other financial institution or international organisation would be desirable. A very good knowledge of English is essential; knowledge of French and/or German would be an advantage.

The Bank offers attractive conditions of employment in an international atmosphere, excellent welfare benefits and the facilities of its own sports club.

Applications, together with a recent photograph and references, should be sent to the Personnel Section, Bank for International Settlements, 4002 Basle, Switzerland, quoting reference No. 95240.

### MANAGER INTERNATIONAL TRADE FINANCE London

Société Générale is a leading international bank with representation in over 60 countries. Société Générale in the UK provides banking and investment advice and services to corporate and institutional clients.

We are seeking to appoint a Manager within our Trade Finance Department, responsible for the marketing of an established UK corporate base, sourcing transactions from overseas countries and general product development.

Previous experience in these areas is essential and the candidate must have achieved good exposure to mainstream UK exporters and an in-depth knowledge of structuring trade transactions and related products.

Ideal candidates are likely to be age 28 - 35, and have a minimum of 4 years relevant experience.

The position offers an exciting opportunity to join a progressive organisation which has a positive view toward this market and is envisaging continued growth in the business.

Interested applicants should send their CV to Louise Barrett, Head of Human Resources, Société Générale, Exchange House, Primrose Street, Broadgate, London EC2A 2HT.



Société Générale is a member of the Securities and Futures Authority

### ACCOUNTANCY APPOINTMENTS

### Focus on Operational Risk Management Expanding Merchant Bank

## Head of Audit

City

£45-65,000 + Benefits

Our client is a dynamic UK based bank committed to innovation in its product base and to the employment and retention of high quality staff. During the past three years the organisation has consolidated its position in niche markets and continued to expand into new areas. Sustained business development and internal moves have resulted in the need to recruit a key individual to head the operational audit function.

The successful candidate will report to senior executives and work closely with business managers. You will ensure that the business is supported by appropriate controls and that risk, particularly in the trading areas, is fully identified, assessed and controlled.

Aged 28-36 you will be a graduate, preferably ACA qualified, with audit experience gained within investment banking. In addition to a general knowledge of international banking, you will have strong mathematical skills and a good understanding of derivative products. You will possess an enquiring mind, commercial awareness, excellent communication skills and the confidence to work with traders and management at all levels.

This is a challenging position for a mature and enthusiastic individual with the initiative to sustain the development of a "value adding" audit function. Remuneration is negotiable according to experience and career development prospects are excellent.

Please write to Janet Bullock quoting ref. no. 348 and enclosing a full Curriculum Vitae which includes contact telephone numbers. All applications will be treated in the strictest confidence.

76, Watling Street,  
London EC4M 9BJ



Tel: 0171-248 3653  
Fax: 0171-248 2814

### A UNIQUE OPPORTUNITY IN FINANCE

If you are a qualified accountant with a strong commercial background, preferably in a retail company or with a supplier to the retail trade, we may be able to offer you an escape from routine and an opportunity to reap the rewards of your own efforts.

As a group of self-employed professionals working for many of the country's leading retailers, we provide an unusual service - the identification and recovery of overpayments made to their suppliers. Our fees are based entirely on findings and so, since amounts recovered are significant, your personal earnings can be very handsome. It is challenging and rewarding work, sometimes frustrating but often fun!

We are currently looking to strengthen our representation in most parts of the country. The ability to travel is not essential but such flexibility will attract premium rates. From experience we find that those under the age of 35 are unlikely to have gained the necessary experience. So, if you believe you have the positive, lively, self-motivated approach necessary for this work, please send a c.v. in confidence to:

Peter Bennett FCA, Managing Director  
Howard Schultz & Associates,  
The Coach House, White House Court,  
Hockliffe Street, Leighton Buzzard, Beds LU7 8FD

howard schultz & associates

### HEAD OF PLANNING AND ANALYSIS

#### RAPIDLY GROWING CONSUMER BUSINESS

#### BOREHAMWOOD

Mercury One-2-One, the Cable & Wireless/US WEST joint venture, broke new ground with the launch of its mobile telephone service in September 1993.

Targeted at the consumer market and challenging the accepted pricing structure for mobiles with the unprecedented offer of free off-peak local calls, Mercury One-2-One has changed consumer attitudes. Its customer base has quadrupled in the last 12 months.

Reporting to the Finance Director, the Head of Planning and Analysis leads a management accounting team of 15 providing budgets, forecasts and 'value added' analyses, both routine and ad hoc, to support business decision-making and focus attention on Key Performance Indicators.

#### HIGHLY ATTRACTIVE PACKAGE

A commercially-minded qualified accountant, probably a graduate/MBA, with 10 years management accounting experience, including at a senior level, in a large corporate, customer focussed environment. Telecoms industry experience would be highly advantageous. Also experience involving start ups would be preferable, but not essential.

A strong team leader with experience of systems. Personal qualities will include excellent communication skills, a high level of personal presence, a structured, well organised approach and the ability to work cross-functionally.

Potential for career development within Mercury One-2-One and its shareholder companies is excellent.

**Mercury  
one2one**

Please apply in writing quoting reference 913 with full career and salary details to:  
Nigel Bates  
Whitehead Selection Limited  
11 Hill Street, London W1Y 8BB  
Tel: 0171 290 2043

**Whitehead  
SELECTION**

### APPOINTMENTS ADVERTISING

appears in the UK  
edition every  
Wednesday &  
Thursday  
and in the  
International edition  
every Friday

For further  
information please  
call

Andrew Skarzynski  
on  
+44 0171 873 4054

Joanne Gerrard  
on  
+44 0171 873 4153

### Financial Controller

For the Fine Arts Trade

£30k

London

Our client is a major International packing and shipping company dealing solely in Fine Arts. The company specialises in the world-wide shipment of artworks and operates an international import and export service through a sophisticated global network.

Due to considerable growth and expansion this young and dynamic company is seeking to appoint a Financial Controller to manage the financial and accounting functions. Reporting to the board of Directors this position carries with it significant autonomy and responsibility.

You will take control of the production and presentation of monthly accounts, cash flow, credit control and the development of appropriate systems to ensure timely analysis and production of financial information.

This position creates an exciting opportunity for a qualified or part-qualified accountant with at least 2 years commercial experience, who is able to demonstrate a high level of motivation and business acumen supported by strong computing skills.

Please send your C.V. quoting reference P1084 to Sandra Aldridge or Chris Denington at Grant Thornton, International House, 7 High Street, Ealing W5 5DB. Alternatively call them on 0181-566 5800.

**Grant Thornton**

150 من الاصل



## EDS Unigraphics Finance Manager

### Working

EDS is a global corporation dedicated to helping its customers achieve competitive advantage in the markets they serve through the application of information technology to business and organisational needs. EDS Unigraphics provides comprehensive CAD/CAM/CAE systems and the European region has a turnover in excess of \$100m derived from over 10 European countries.

As with the overall EDS business, Unigraphics is expanding rapidly with over 150 major new European customers won in 1994 and growth in turnover in excess of 15%.

Working closely with the European General Manager and being a key member of the Unit Management Team, the main elements of the Finance Manager's role will be to manage the preparation of the European management accounts, both for local management and the US Head Office and provide critical appraisal of the commercial realism of the information from each country. He/She will also act as an important interface between the Unit and the parent company, ensuring the adherence to reporting deadlines and interpreting the group policies at the business Unit level. There is an attractive element of travel involved.

£50,000 + Bonus + Car

A qualified accountant and probably in your mid 30s, you should have strong financial and commercial skills gained at a senior level within a sizeable high value, high margin business, demonstrable staff management ability and have made a measurable contribution to business development. Success in this role requires the maturity and persuasive skills needed to communicate and influence across a wide range of cultures and nationalities. Above all, you must be comfortable within a rapidly changing environment, with the consequent requirement to continuously adapt to meet the evolving business needs.

Please send your curriculum vitae, including current remuneration details and outlining how you feel you meet these requirements, to Carrie Andrews at Ernst & Young Corporate Resources, Rolls House, 7 Rolls Buildings, Fetter Lane, London EC4A 3NF, quoting reference CA636.

**ERNST & YOUNG**

## PERFORMANCE IMPROVEMENT Management Consultants c.£60,000

Our Client, a leading worldwide management consultancy, has opportunities for ambitious, professional management consultants to be based in Scotland.

You must be able to demonstrate experience of delivering quantified benefits from applying at least two of the following: business process re-engineering; activity based management; benchmarking; cost reduction and performance measurement.

You will be aged 30+ with at least 5 years' experience in a blue chip organisation and have at least 2 years' experience in a consultancy position. Knowledge of more than one industry sector and a graduate qualification are essential.

In addition, you will have experience of business development including service promotion, enquiry handling and presentation of proposals. You must have demonstrated the ability to work at board level coupled with strong communication and presentation skills as well as project management experience.

To apply, send your CV to David J. Cumming, Senior Consultant, Bernard Hodes Ltd, Davies House, 241 St Vincent Street, Glasgow G2 5QY. Tel: 0141 248 3399. Fax: 0141 248 6225.

**BERNARD HODES**

LONDON • BIRMINGHAM • BRISTOL • CARDIFF • GLASGOW • MANCHESTER • NEWCASTLE

## Finance Director UK Television

London

c £60,000 Package

Our client is a worldwide market leader operating in the exciting and rapidly developing media and entertainment industry. In order to exploit the unparalleled opportunities within the exciting International Television marketplace a high calibre Finance Director with vision, drive and enthusiasm is sought to join the Headquarters team in London.

Reporting directly to the General Manager and the Vice President Finance, you will assume full responsibility for financial management, information systems, as well as playing a key role in strategic development within a highly entrepreneurial environment.

The initial developmental nature of the role will require primary involvement in systems development and implementation and other resource management issues. Ongoing responsibilities will encompass monthly analysis and reporting of business unit operating

performance, capital budgeting, programme acquisition, cost control together with annual and 5 year planning. Clearly this is a demanding opportunity, therefore the successful candidate must be able to demonstrate a strong record of achievement in their career to date. As a Big 6 trained ACA, you will have 5 years post qualification experience gained within a fast moving competitive environment. A self-starter with the ability to interact with senior management on a cross functional basis, you will have a thorough understanding of financial management techniques and financial modelling. Most importantly, you must display the talent, creativity and toughness to progress within a truly unique business.

Interested applicants should forward their curriculum vitae to Nigel Milford, Michael Page Finance, Page House, 39-41 Parker Street, London WC2B 5LH. Please quote reference 220245.



**Michael Page Finance**

Specialists in Financial Recruitment  
London Bristol Windsor St Albans Leatherhead Birmingham  
Nottingham Manchester Leeds Glasgow Edinburgh & Worldwide

## Recruitment Consultants Hong Kong and Australia

The Michael Page Group PLC is one of the world's leading executive recruitment consultancies. It operates internationally from offices in the UK, France, Germany, the Netherlands, Australia and Hong Kong. It is a publicly quoted company and has recently posted record turnover and profits for 1994.

The highly successful Hong Kong and Australian businesses of Michael Page International are experiencing exciting growth and consequently are seeking experienced recruitment consultants to specialise in permanent and contract recruitment in the banking and accounting disciplines.

If you have the ability and talent to build

long-term client and candidate relationships and are currently a successful recruitment consultant, opportunities exist in our offices in Hong Kong, Sydney and Melbourne.

Remuneration, which is non-commission based, is excellent, comprising a competitive base salary plus profit share with the substantial benefits which one would expect from a market leader.

Interviews will be held in the United Kingdom and interested applicants should telephone Terry Benson in complete confidence on 0171 831 2000, or send him your CV to Michael Page International, Page House, 39-41 Parker Street, London WC2B 5LH.



**Michael Page International**

International Recruitment Consultants  
London Paris Amsterdam Düsseldorf Frankfurt Hong Kong Sydney

Coopers & Lybrand

AUDIT OPPORTUNITIES IN PRAGUE

## In a Europe without borders, an audit career without limits

Coopers & Lybrand Praha s.r.o. is one of the leading providers of audit and business advisory services in the Czech Republic. Our Prague office works with major blue chip international companies, a number of prominent banks, and leading local companies. New opportunities for special projects arise daily.

As part of our team you will enjoy a continuously stimulating professional environment. You will live in one of the most exciting and cosmopolitan cities in Europe. We can also promise a highly competitive expatriate package. The need to speak Czech is not essential.

**Senior Audit Manager**  
Salary + benefits package c£55,000

An ACA qualified Senior Audit Manager with minimum of five years' post-qualification experience, who can demonstrate excellent client handling and management skills coupled with experience in a leading audit firm. Previous exposure to high profile international work would be advantageous.

This is an important role integral to the strategy and development of the Czech practice, and prospects for the right individual are excellent.

**Audit Managers**  
Salary + benefits package c£44,000

ACA qualified with at least six years' total audit and accounting experience, gained preferably in a large or medium sized practice.

**Computer Assurance Manager**  
Salary + benefits package c£52,000

An experienced accountant or IT professional who has spent significant time in a computer audit environment. The role will involve high-profile systems review and consultancy assignments and responsibility for developing the computer audit and advisory practice in Prague.

All cvs should be sent to our advising consultant, Gerald Evans, at Douglas Lambros Associates, 410 Strand, London WC2R 0NS (Fax 0171 379 4820). For an initial discussion, please telephone him on 0171 838 9501 or evenings/weekends on 0181 943 9814. All applications will be treated in the strictest confidence.

Coopers & Lybrand Praha s.r.o. is a member of Coopers & Lybrand International, a limited liability association incorporated in Switzerland.

## Financial Accountant

INSURANCE JOINT VENTURE

c£33,000 + Financial Sector Benefits

Milton Keynes

Abbey National, one of the UK's leading names in the Financial Services Sector, is constantly seeking new ways to improve its products and levels of customer service. As part of this process we recently entered into a joint venture with Commercial Union, to offer an enhanced range of insurance products to our customers. We now seek an enthusiastic, qualified accountant to provide a comprehensive accounting service for this new venture and ensure the integrity and accuracy of the financial accounting systems is maintained.

Reporting to the Finance Director, you will head a fourteen-strong team, including two qualified accountants. Your responsibilities will include maintaining and developing the reporting requirements for the joint venture and ensure the provision of commercial banking facilities as well as the effective operation of internal banking mechanisms. You will also be accountable for the management of the joint venture's assets and for monitoring and reporting on reserves.

An ACA or ACCA, you will have a minimum of 5 years' post qualification experience, 2 of which must have been spent in a

financial accounting role. You must also have a knowledge of the insurance industry, particularly DTI returns. Proven people management ability is essential, together with a knowledge of mainframe accounting packages and PC systems. You will, in addition, be a capable communicator with good presentational and report writing skills.

As well as a highly competitive salary, we offer excellent financial services benefits, together with relocation assistance, where appropriate. To support a healthy work environment, Abbey National has a no smoking policy.

Please contact Tracy Sherratt for an application package on 01908 342427. Alternatively, please write to her at the Personnel Department, Abbey National Plc, Buckingham House, Buckingham Road, Bletchley, Milton Keynes MK3 5LD. Please quote reference: FAUL/DIE. Closing date for return of completed applications: 26th April 1995.

In pursuing our policy of equality of opportunity for all, Abbey National positively welcomes applications from every section of the community.



Promoting Success Through Equality

## Senior Business Accountant

Middlesex

£35,000 + Car

Our client is the European division of a dynamic, international plc, a worldwide leader in the manufacture and marketing of high-quality business products. Underlying that success is an established leadership position in all their product categories, and an ongoing commitment to delivering excellence through the constant review and improvement of their business processes.

The position of Senior Business Accountant has arisen as a direct result of this culture of change and growth, and represents an excellent entry point to the organisation for an ambitious finance professional. Working at a European Corporate level and reporting to the Director of Business Planning, responsibilities will include:

- Development of the Management Accounting process to the benefit of both operating companies and corporate decision makers.
- Preparation of the European Business Plan and analysis of operating company plans.
- Undertaking a variety of ad-hoc projects at both group and operating level.

- Capital expenditure evaluation and control with emphasis on improving the decision-making model and enabling business managers to understand and utilise the process.
- Building and maintaining close working relationships with colleagues across the group, in order to identify and capitalise on commercial and financial opportunities.

The requirement is for an ambitious and innovative individual with excellent motivational skills and the ability to influence others with the provision of practical commercial advice. Candidates should be graduate calibre, qualified accountants with at least four years post-qualification experience in a large manufacturing environment. Demonstrable involvement in the business planning process and evidence of systems development are pre-requisites. A second European language, whilst not essential, would be of particular interest.

Interested applicants should write, quoting reference 228463 and enclosing a full curriculum vitae, salary details and daytime telephone number, to Anne Wilkie, Michael Page Finance, Page House, 39-41 Parker Street, London WC2B 5LH.



**Michael Page Finance**

Specialists in Financial Recruitment  
London Bristol Windsor St Albans Leatherhead Birmingham  
Nottingham Manchester Leeds Glasgow Edinburgh & Worldwide

## FT/LES ECHOS

The FT can help you reach additional business readers in France. Our link with the French business newspaper, Les Echos, gives you a unique recruitment advertising opportunity to capitalise on the FT's European readership and to further target the French business world.

For information on rates and further details please telephone:

Stephanie Cox-Freeman on  
+44 0171 873 3694

## Senior Audit Manager (Potential Partner)

Dubai  
Negotiable tax free remuneration package with extensive benefits

One of the leading international audit practices operating throughout the Middle East, is seeking to appoint an experienced Senior Audit Manager for one of its most active and expanding offices in Dubai, UAE.

The successful candidate (ACA, ACCA or CPA) will have a proven record as manager level, preferably with a major international firm in Europe or North America and be fully conversant with current US/UK audit standards and techniques. Basic responsibilities will include planning, control and technical review of corporate audits in the construction, manufacturing, trading and financial sectors. Business development attributes together with the other skills and commitment necessary for rapid advancement to partnership, are all essential qualities required of the appointee.

In addition to an excellent remuneration and incentives package, other benefits will include family accommodation, transportation and paid home leave.

Written applications are requested with career details to the International Services Director, P.O. Box 1982, London, W11 3AQ.



To £100,000 package  
+ options

Acquisitive Quoted Group

Thames Valley/London

**Group Finance Director**

Board level appointment in a rapidly expanding and highly profitable group with an outstanding portfolio of businesses, a superb reputation in its sector and a market capitalisation in excess of £120 million. The key task will be to refocus the finance function, both in head office and the divisions, to provide the requisite service to underpin growth and diversification, both in the UK and internationally.

**THE ROLE**

Support the Board by providing a first-class financial and management accounting and control service, guaranteeing the finance team and creating a centre of excellence.

Provide analytical and precise MIS, focusing and reviewing key performance indicators to support rapid growth and development.

Drive integration of acquisitions. Support M&A activity worldwide and the group's increasing profile in the City, including analyst presentations.

**THE QUALIFICATIONS**

Graduate ACA, ideally with a second business qualification, aged 30-40. First-class financial reporting experience gained at the heart of a tightly controlled, internationally quoted group, ideally with copyright businesses. Prior line experience advantageous.

Analytical, commercially focused and decisive leader with excellent team building skills. An adept communicator with a succinct style.

Determined, resourceful and pragmatic change agent comfortable in a rapidly evolving environment and capable of progressing further.

Leeds 0113 2307774

London 0171 493 1238

Manchester 0161 499 1700

**Selector Europe**  
Spencer Stuart

Please reply with full details to:  
Selector Europe, Ref: FS230944,  
16 Cornhill Place,  
London EC2R 5EJ

**Treasury Manager**

Major Leisure Group

c.£32,000 + Car &amp; Benefits

South East

Exceptional opportunity for young, aspiring Treasury professional to join an expanding, high calibre team in a fast moving, growing business.

**THE COMPANY**

One of Europe's largest travel and leisure groups.  
Quoted UK plc. Market leading brands.  
Dynamic new management team with ambitious growth strategy.

**THE POSITION**

Key role in recently established treasury team. Report direct to Group Treasurer.  
Wide-ranging involvement in Treasury issues, with specific responsibility for interest rate risk management, documentation compliance and long term market analysis.

Assist with integration of new overseas acquisition. Further ad hoc work.

**QUALIFICATIONS**

Ambitious graduate, with very strong analytical and numerical skills. Possibly part ACT qualified. Ideally aged 27-32.

Sound knowledge of basic treasury issues, particularly interest rate exposure management and documentation.

Commercial and flexible team player with first rate communication skills. Diplomatic, hard working and keen to progress.

Please send full cv, stating salary, ref P1309, to NBS, 54 Jermyn Street, London SW1Y 6LX



NBS SELECTION LTD  
a BNB Resources plc company

**N.B.S**

LONDON 0171 493 6392  
Aberdeen 01224 638080 • Birmingham 0121 253 4656  
Bristol 0117 929 1142 • Edinburgh 0131 220 2400  
Glasgow 0141 204 4334 • Leeds 0113 245 3830  
Manchester 01625 539983 • Slough 01753 819227

**Coopers & Lybrand****COMMERCIALLY AWARE ACCOUNTANT,  
CONSULTANT OR CONTROL SPECIALIST****...Board level solutions for business and financial risks...**

Coopers & Lybrand's specialist Control and Governance Unit has established a reputation for advising listed companies on governance and business control. Following Cadbury, top listed companies are now turning their attention to ensuring and reporting on full and effective control. Other companies are simply anxious to improve their defences against control failures.

To strengthen our team we are seeking a top calibre, business-oriented accountant, control specialist or business consultant to help advise clients on solutions to business control issues. This is not about detailed accounting controls but board level solutions for controlling real business risks.

Reporting to the director of our Control and Governance Unit, you will need strong personal qualities to help drive forward the development of this emerging specialism. In particular you will be able to

demonstrate an ability to find creative solutions to business issues and effectively communicate these to existing and prospective clients at the highest level.

Your success will also depend upon a keen intellect, strong technical ability and proven negotiating, delivery and business management skills.

This role presents an excellent opportunity for someone with a background in the accounting profession, consulting or industry to develop a wider business perspective and exposure in an area of business with immense potential.

Salary c£40,000 plus car, plus benefits.

Please write to Barbara Burke, Coopers & Lybrand, Embankment Place, London WC2N 6NN enclosing a CV.

**Solutions  
for Business****RECKITT COLMAN****Head of Group Taxation**

c.£100,000 Package

West London

Strategic new commercial role in a changing global FMCG Group.

**THE COMPANY**

Creates, manufactures and distributes strongly branded household, toiletry, pharmaceutical and food products. £2bn turnover plc.

Presence in 120 countries. Continuous sales and profit achievement. Focus on emerging markets.

Key initiative to enhance commercial performance across global operations.

**THE POSITION**

Drive group tax policy as integral part of overall business plan. Minimise tax exposure in UK and internationally.

Provide creative expertise in taxation, corporate structuring and in optimising financial flows.

Use detailed knowledge of fiscal environments to improve group's performance.

**QUALIFICATIONS**

Broad finance and tax background in a major international group, or from the Profession.

Extensive UK and international tax planning experience essential. Good exposure to single European market issues preferred.

Graduate, qualified accountant, ATII preferred. Commercially aware; proactive and strong influencer/negotiator. Lateral thinker. Self-starter. Multicultural empathy.

Please send full cv, stating salary, ref SP1394, to NBS, 7 Shaftesbury Court, Chalvey Park, Slough SL1 2ER



NBS SELECTION LTD  
a BNB Resources plc company

**N.B.S**

SLough 01753 819227  
Aberdeen 01224 638080 • Birmingham 0121 253 4656  
Bristol 0117 929 1142 • Edinburgh 0131 220 2400  
Glasgow 0141 204 4334 • Leeds 0113 245 3830  
London 0171 493 6392 • Manchester 01625 539983

**CONTROLLER, MANAGEMENT ACCOUNTS**

WORLDWIDE MARKET LEADER

c£40,000 PACKAGE, CAR

LEEDS

Candidates will be CIMA or ACA qualified accountants, self confident in their ability to realise their Director potential within three years. Located on a modern site with attractive offices, the company is a fast growing leader in the healthcare field and has undergone a major investment programme at its UK manufacturing unit, which services an international market place.

The role takes full responsibility for all areas of management accounting and reports to the Finance Director. The key issue to be addressed is the continued development of a standard costing system, whilst ensuring that the PRIMS MRPII system is fully utilised. This will require a good understanding of, and close working relationships with, all functions - particularly MIS

and Operations. A support team of five reports to the position.

Candidates will have experience in a manufacturing environment and a demonstrable track record of success in implementing the quality, accuracy and flow of management information.

The company is successful and profitable and there are real opportunities for career progression. The person appointed will be chosen for their potential to succeed to the Finance Director role.

Please send a comprehensive CV to Howgate Sable & Partners, Lawns House, Lawns Lane, Leeds LS12 5EY. Tel: 0113-279 9000, Fax: 0113-279 9999, quoting ref: FT1180.D

**Howgate Sable**

SEARCH AND SELECTION: EXECUTIVES AND INDEPENDENT DIRECTORS

Finance

MANCHESTER • LEEDS • SUNDERLAND

Fully Listed Property Company

**Finance Director**

c.£62,000 base + options

Central London

The company's core business is property investment, development and trading. It is well established and financed and is looking to expand through acquisitions, organic growth, other investments and fee earning opportunities. A financial entrepreneur is now sought to join this ambitious Group.

**THE POSITION**

A member of the Board; reporting to the Managing Director.  
Assume full responsibility for the Group's day-to-day financial management.

Provide timely and relevant information to the Board, aiming for a forward planning pro-active perspective.

Form the main point of contact with a network of professional advisors including banking and financial relationships.

Carry out various ad-hoc assignments including acquisition investigations.

**THE REQUIREMENT**

A qualified accountant, probably in the 35-50 age range.

Must be able to demonstrate an excellent track record of financial management achievement, ideally in the property sector.

A 'hands-on' disciplined professional who is an effective and determined team player.

An outgoing, presentable style; able to deal effectively with institutional shareholders, banks and investors.

Personally bright, lively and enthusiastic.

If you are interested in this position, please send your CV with current salary details to:

Geoffrey Mather, K/F Associates, 252 Regent Street, London W1R 6HL, quoting ref: 5867/A.

**K/F ASSOCIATES**

Selection &amp; Search

FORN/FERRY CARRÉ/ORBAN INTERNATIONAL

**The Top Opportunities Section**

For Senior Management Appointments

For advertising information call: Stephanie Cox-Freeman +44 0171 873 4027

**Greater Than The Sum Of Its Parts...**

Look at the whole picture: the oil industry is highly complex and multi-faceted.

At Elf Oil UK Ltd, a UK subsidiary of Elf Aquitaine, one of the world's leading industrial groups, we maintain a competitive advantage by taking a global view of our operations. It's a sophisticated challenge in a business which spans every aspect of downstream activity - from the refinery to the forecourt.

Add to this the sheer scale of our operations, turning over some £1 billion, and you'll appreciate why these positions represent excellent opportunities for ambitious accountants seeking to broaden their outlook.

**FINANCE MANAGER**

Combining strong technical accounting skills and commercial vision, you will manage, motivate and develop a sizeable team tasked with the timely and accurate delivery of monthly financial accounts and results forecasts, quarterly dual currency consolidated accounts and annual statutory accounts for some 25 companies. You will also be responsible for managing large and complex fixed asset and purchase ledger systems, and for liaising with auditors, tax authorities and joint venture partners, whilst ad hoc projects will include the replacement of our core financial systems. Your accounting expertise must be backed by operational knowledge of VAT, Corporation and Capital Gains Tax, plus proven man-management abilities. Ref: FM04

**BUSINESS UNIT MANAGER**

Following the successful completion of a major restructuring and expansion programme, Elf Aquitaine is seeking a highly motivated and experienced Business Unit Manager to lead a team of accountants and business development staff in the UK. The successful candidate will be responsible for the day-to-day management of the business unit, ensuring the timely and accurate delivery of financial accounts and results forecasts, and for the development of new business opportunities. The role will involve a significant degree of autonomy and responsibility, and the successful candidate will be expected to demonstrate strong leadership and man-management skills. The position offers an excellent opportunity for career progression and a competitive salary and benefits package. Ref: BU01



**International FTSE PLC**  
Corporate Finance Executives Ideally 4 years  
Corporate/Investment Bank Experience.  
Entry level managerial appointments  
Further Details call RJA Associates  
Tel: 0171 222 8866 Fax: 0171 233 1759

150 من الامثل



## THROUGH A VISION OF QUALITY, COMMITMENT AND CO-OPERATION, THIS RETAILER HAS ESTABLISHED A UNIQUE POSITION IN THE MARKET PLACE.

Based in the West Midlands with a turnover in excess of £500 million and approximately 9,000 employees, this diverse retailer is committed to a continued strategy of growth and profitability. An innovative investment programme will exploit its entrepreneurial spirit and skills and continue its pioneering of new trading developments. To achieve its vision of being a premier retailer, dedicated to serving its customers and the local communities in which it trades, the Company is seeking to appoint three key individuals who will play an integral part in driving the business forward.

### RETAIL FINANCIAL CONTROLLER

c.£58,000 + car + benefits

Working alongside the Chief Financial Officer, you will have overall responsibility for the largest, single entity, comprising a number of business units with a turnover in excess of £500m and an accounting team of 70.

#### THE RESPONSIBILITIES

- Managing and controlling a full accounting function with responsibility for the enhancement of financial controls and information.
- The provision of high quality management and financial information in order to remain competitive within this fast-moving market-place.
- Upgrade the speed and quality of reporting in conjunction with user management.
- To plan and implement a major upgrading of systems.

#### THE PERSON

- A graduate ACA, you will ideally have qualified with a Top 5 Accountancy Firm; demonstrating excellent academic achievements and first time passes.
- You will possess in excess of three years commercial experience with a blue chip organisation.
- Technically outstanding you will be able to demonstrate strong analytical, commercial and MIS skills combined with high levels of business acumen and communications skills in order to impact upon business performance. Ref: 1922/17.

### FINANCIAL PLANNING & ANALYSIS MANAGER

£48,000 + car + benefits

You will have responsibility for the creation of a small corporate Financial Planning function. You will be a key driver in the review and analysis of the Group's strategy, with a view to achieving improved bottom-line profits and act as a catalyst for change.

#### THE RESPONSIBILITIES

- The introduction and implementation of new forecasting and budgeting approaches and systems. The preparation of three and five year operating plans and budgets.
- Evaluation of store and product profitability and the review of pricing proposals.
- Identification of options; providing finance input into the development of strategy.
- Analysis of effective Marketing expenditure in order to increase profitability.

#### THE PERSON

- A graduate MBA from a Top 5 Business School, or a fast track CIMA; you will demonstrate ambition, self-motivation and commercial acumen through a track record of achievements.
- Success in this role will require an entrepreneurial style, the ability to work credibly at all levels and you will ideally have experience in the retail/FMCG/service sectors. Ref:1923/17.

### FINANCIAL PLANNING ANALYST

to £30,000 + car + benefits

Reporting to the Financial Planning and Analysis Manager, you will play an integral part in this newly-created function. You will be instrumental in providing budgeting and forecasting support across a variety of business areas.

#### THE RESPONSIBILITIES

- Financial planning and forecasting.
- Coordination and control of the use of budgeting systems.
- Capital expenditure analyses together with ad-hoc business investigations and project appraisals.

#### THE PERSON

- Ideally a high calibre graduate MBA or CIMA, with experience of working within a blue chip, fast-moving, change-orientated environment; you will have superb analytical and communication skills, drive and the desire to make a career move within a dynamic, progressive environment. Ref: 1924/17.

To apply, please submit a detailed resume, quoting the relevant reference number to Justine Asprey at Morgan & Banks Plc, Brettenham House, Lancaster Place, London WC2E 7EN. Tel: 0171 240 1040. Fax No: 0171 240 1052.

**Morgan & Banks**  
INTERNATIONAL

## GLOBAL MARKET LEADER

### Business Analyst

West London

c£40K + car + excellent bens

One of the world's largest and most successful corporations, GE aims to be first in every one of its markets. Vendor Financial Services (VFS), one of the GE Capital Services' 24 business segments, is the leading provider of global captive financing programmes for equipment manufacturers and distributors worldwide. Through a combination of organic growth and acquisitions VFS-Europe has experienced exceptional expansion, seeing assets increase in the last 12 months from \$400 million to their current level of \$1.6 billion, creating the need for a new role within its proactive London finance team.

Working closely with senior management in all functions, including Operations, Business Development, Sales and Finance, the position combines a strategic outlook with a hands-on approach to reporting and analysis. VFS-Europe's customer base covers most of the Continent, focusing on France, Germany, Sweden and the UK.

In particular, the Analyst will be responsible for the preparation, review and analysis of results and operating plans, monitoring new business volumes, programme performance and yields across a range of countries and currencies.



GE Capital

GE is an equal opportunity employer.  
\* Not associated with the English company of similar name.

There may also be some involvement in acquisitions and due diligence reviews together with a range of ad hoc analyses. With strong reporting lines to GE in France and the US, opportunities exist for some overseas travel.

Candidates must be ambitious qualified accountants with experience in an analytical or project role, ideally with some exposure to leasing or financial services. Strong communication and presentation skills are essential, as are confidence and leadership ability. Particularly important is the maturity to thrive under pressure, manage change effectively and meet challenging targets.

In common with all GE businesses, VFS-Europe is an outstanding employer, operating a global meritocracy. The prospects for career progression are superb for highly-motivated, dynamic team players able to capitalise on opportunities.

Interested applicants should post or fax a full CV quoting ref: 105 to Alderwick Consulting, or for more information telephone us on 0171 242 9191 (weekdays) or 0171 231 8272 or 0181 467 1408 (eve/weekends). Note: any CVs sent direct to GE will be forwarded to Alderwick Consulting Ltd.



SEARCH & SELECTION  
95 PETER LANE, LONDON EC2A 1EP  
TEL: 0171-242 9191 FAX: 0171-242 9560

## Finance Director

NORTH WEST • CIRCA £45,000 PLUS BONUS, CAR AND BENEFITS

This is an excellent career opportunity to join a fast growing, profitable and entrepreneurial manufacturing plc. The position is with the largest subsidiary which is a market leader, manufacturing and distributing construction materials through an independent dealer network. With a turnover of circa \$10 million, the company has achieved consistently impressive results.

As with every senior finance role, there is the obvious emphasis on providing accurate and timely management information to senior managers, whilst maintaining tight control of the company's systems and being the custodian of the company's assets. However, ultimately the real challenge will be in having an awareness of every aspect of the company's business from sales and marketing to production and engineering, and making positive contributions to initiatives in these areas. The ability to lead, motivate and develop a professional finance and IT team is another key feature of the role.

Candidates must be qualified, probably aged 30-40 and have had experience in a similar senior capacity in a manufacturing environment, probably in a £25-40 million t/o company. Essentially, candidates must have superb management accounting skills, be strong on IT, including implementing sophisticated systems, and be totally familiar with areas such as credit control and risk analysis. Other key requirements will be strategic thinking ability, good people management skills and first class commercial acumen.

Interested applicants should send a detailed CV or ring for an application form on 01625 533364 (24 hours) quoting reference 2353/FT.



HUMAN RESOURCE CONSULTANTS  
Emerson Court, Alderley Road,  
Wilmslow, Cheshire SK9 1AX  
Telephone (01625) 532446



## New finance opportunities with potential.

Our client is an international engineering and construction group operating mainly in the Middle East, but with a London office. The Group has an extensive and consistent performance record since its formation in the 1950's. It has a current turnover in excess of US\$80m and is profitable. It has recently won several major new projects, principally involving civil engineering works. They now wish to recruit a Financial Controller and a Financial Manager, one to be based in the Gulf and the other in London.

### FINANCIAL CONTROLLER - GULF BASED

Salary c. US\$65,000 + expatriate benefits

This position will report to the Senior Vice President Operations and the Financial Director. Specific responsibilities will include:

- Preparation of Financial Statements.
- Co-ordinating all operations from a financial point of view.
- Detailed monthly project cost reports.
- Maintenance of communication lines between operational control and UK.
- Inventory control.
- Payroll.
- Managing a team of circa 20 staff.

Acceptable candidates will be qualified accountants, computer literate and aged 35-45. Experienced in turnkey operations in the Middle East and in operating with a multi-cultural team, candidates will possess a proven ability to gather information from non-financial personnel. The ability to interact positively with all levels of staff is essential. Ref: FT/06041.

Both positions are newly established and offer considerable scope for further career progression. Interested candidates should write to Tony Sew, enclosing full career and salary details and quoting the appropriate reference at KPMG Selection & Search, 1-2 Dorset Rise, Blackfriars, London EC4Y 8AE.

KPMG Selection & Search

### FINANCIAL MANAGER - LONDON

Salary negotiable - Attractive package

This position will report to the Financial Director and will be responsible for:

- Running the finance function and ensuring the integrity of its reporting.
- Overseeing the preparation of the annual budget planning.
- Producing and reviewing cashflow forecasts and business plans.
- Maintaining regular contact with senior staff at Middle Eastern sites.
- Identifying opportunities and threats to the plans and making appropriate recommendations.
- Liaising with auditors, lawyers, tax advisors, etc.
- Dealing with ECGD and other European Export Credit Agencies.

Our client requires a qualified accountant, preferably an FCA, with experience in the construction industry gained ideally within the Middle East. The candidate will also be required to have strong commercial expertise, to be computer literate and to be competent to deal with legal and UK tax matters. Ref: FT/06042.

## D&B SOFTWARE

Dun & Bradstreet Software, the world's largest supplier of package based solutions, has over 10,000 customer sites in 60 countries. Part of the Dun & Bradstreet Corporation, D & B Software UK has a user base of around 600 major organisations. Significant growth is forecast for 1995. The impending relocation of their UK operation to High Wycombe has created the need for a new Controller to manage the Finance functions within the UK and Local Partner Operations.

### UK Controller

High Wycombe

c£50,000 package + car

Reporting to the Director - International Finance and working closely with the relevant Country Managers, the successful candidate will be responsible for all aspects of finance and accounting and the provision of advice to country management teams. This is an opportunity to build from scratch a group whose functions will include financial management and reporting, contract management and the operation of systems for accounting and contract processing. Priorities will include an overhaul of contract to collection procedures and improving the quality of management information. The role has a limited European content.

Applications are invited from graduates with a relevant professional qualification and at least 7 years' experience in the software industry or other high-tech environment. Well developed management skills are required, as is the ability to make a broad contribution to a fast-moving, highly competitive business. Perhaps a controller already, the preferred age range is mid-thirties.

The compensation package includes an attractive salary, bonus, company car, and private medical insurance. Career prospects are excellent, both within the company and the corporation as a whole.

Applicants are invited to send their c.v. in confidence to our advising consultant, David Abbott at David Abbott and Partners, 65 High Street, Marlow, Bucks. SL7 1AB, fax it to him on 01628 486221 or telephone 01628 481888 if they require further information.

A company of The Dun & Bradstreet Corporation

## DIVISIONAL ACCOUNTANT

LONDON NW1

c£31K

### The Company

An international media company with a turnover of £50m has recently experienced significant growth in its diversified activities and as a result of internal reorganisation has created the need for an ambitious, qualified accountant to head up the accounting for one of its divisions.

### The Role

- Responsible for producing the division's monthly results with the help of a small accounts team.
- Develop internal controls, accounting procedures for the division's activities.
- Liaise with operational management to produce qualitative and perceptive management information.

### The Candidate

- Graduate, recently qualified accountant with some post qualification experience in a commercial environment.
- Good technical and staff management skills.
- Well motivated self starter with good communication skill and a confident adaptable personality.

Interested candidates should write, enclosing a full CV and details of current remuneration to  
Box A5092, Financial Times,  
One Southwark Bridge, London SE1 9HL

## Direct line development routes

NYNEX CableComms Limited's aggressive approach to growth has resulted in a leading position in the UK Telecommunications market. Following massive expansion and a recent relocation of our UK headquarters to new premises in Tolworth, the following positions have arisen within our Finance team:

### MANAGER

Network Cost Analysis  
c.£35k plus attractive package

Very influential in setting industry standards, this role requires the capability to evaluate investment change proposals, determine network cost/service benefits and recommend network expenditure, communicating financial and technical information in a manner which maximises both productivity and revenue performance.

Candidates should be honours graduates (1 or 2.1) and possess a minimum of 5 years post qualification experience incorporating exposure in the network communication market. Excellent spreadsheet skills and high levels of independence are prerequisites. Ref: ROC 186.

### MANAGER

Network Expenditure Reporting  
c.£32k plus attractive package

Leading a team of three junior accountants, responsibility in this role rests mainly in budget control of major capital expenditure programmes. This involves extensive field work to accurately record network expenditure and progress to date against budget and project approvals.

Candidates must possess the ability to promote understanding of financial information among non-financial construction management and should be able to demonstrate proven success as a qualified accountant, ideally within a related field. Ref: ROC 244.

Naturally, with such massive investment commitments these positions are exciting in the scope they offer to assist and influence our future growth. Equally, your career will have the opportunity to develop in a rapidly expanding, forward thinking organisation which recognises and rewards results.

To apply, please send your c.v., to Pamela Gordon, Human Resources, NYNEX CableComms Limited, 8th Floor, Tolworth Tower, Exell Road, Surbiton, Surrey KT6 7ED. Please quote appropriate Ref.  
Closing Date: 21.4.95.

**NYNEX**

## FINANCE DIRECTOR

Package £30-40,000

We are a small dynamic start up in the insurance sector, seeking an ambitious commercially minded, high calibre Finance Director aged 35-45 exhibiting entrepreneurial flair and energy.

Reporting to the MD, the successful candidate should have guided a previous start - up and provide strategic and financial direction during a period of expansion liaising with actuaries and investors.

You will be responsible for establishing and maintaining financial reporting systems, internal controls, budgets, forecasting and management accounts.

Self motivated, computer literate with developed communication and interpersonal skills you should be a senior decision maker, able to cope with the pressures associated with a small business.

Package £30,000-£40,000 depending on relevant experience.

Send a covering letter and full CV to:

Mr C Clark,  
The Burwood Corporation Ltd,  
The Glassmill,  
1 Battersea Bridge Road,  
London SW11 3BG



# How do Europe's best business people get the top jobs?

## They use the FT.

Senior business people all over Europe use the FT throughout their working week.

They use it to keep up with the news, views, issues and most importantly the opportunities.

So for key national and international appointments, using the FT gives them a wider choice of the top jobs.

Today Europe is the job market and the FT, Europe's business newspaper, is where to find it.

For more information please call Stephanie Cox-Freeman on +44 0171 873 3694



FINANCIAL TIMES

مكتبة من الامم المتحدة







## Top French mutual bank posts 8.5% profits rise

Under Swiss legal practice, the Zurich district attorney must investigate the criminal charges to determine if the evidence warrants bringing a case to court. Mr Christian Weber, the district attorney, would not say yesterday how soon he



It says the directors knew and acknowledged publicly that the value of these shares would drop if their proposal to convert them was accepted by shareholders, and they consistently said that they were con-

In fact, the premium has survived, mainly because BK Vision has won an injunction preventing implementation of

Now it can preserve its challenger image by voting against the customary motion discharging the directors for their performance last year.

On a separate issue, Mr Douroux said he doubted the move by Banque Nationale de Paris to buy a stake in Suez, the financial services group.

Depôts to be reduced over time.

Yesterday shares in Accor fell FF13 to FF568, reflecting the dilution that the operation would have on earnings per share.

French companies, many of whose increases were largely due to a recovery from the slump of 1992-93.

Pre-tax profits of the metallurgical engineering division were Sch394m on revenues of

about to launch a public bid for the remainder as a prelude to selling off its assets.

Production of cars and engines was up 25 per cent and 20 per cent respectively, the

1. Opening of the Meeting and election of the Members of the Chairmanship Council,
2. Reading and discussing the Board of Directors' Report and Statutory and Independent Auditors' Report with respect to 1994 operations and financial statements; approval, amendment or rejection of the Board of Directors proposal in respect of the 1994 Balance Sheets and Income Statements,
3. Due to the increase in the size of the Board of Directors from 7 to 8 members, decided at the Extraordinary General Assembly Meeting held on 30.03.1995, electing the director to fill the vacant post and fixing the term.
4. Pursuant to Turkish Law, releasing the directors and the auditors from liability in respect of the Company's 1994 operations in general,
5. Approval, amendment or rejection of the Board of Directors' proposal in respect of the distribution and distribution date of the Company's 1994 net profits,
6. Re-election of auditors whose terms of office have expired or election of new auditors to fill such vacancies,
7. Determination of the remuneration of the Chairman and Members of the Board of Directors and of the Auditors,
8. In accordance with Articles 354 and 355 of the Turkish Commercial Code, giving the Members of the Boards of Directors the permission to carry out personally or on behalf of any other party any business relating to any activity of the Company, to participate as a partner in any shareholding involved in such activities and to enter into any other similar transaction,
9. Signing of the Minutes of the General Assembly Meeting by the Chairmanship Council and delegating authority to so sign,
10. Wishes,

**COMPAGNIE DE SAINT-GOBAIN**  
**INVESTOR RELATIONS DEPARTMENT**  
**Tél. : (33 1) 47.62.43.14**

- The Fiscal Agent -

هكذا من الامم



## INTERNATIONAL COMPANIES AND FINANCE

## Pechiney to cut debts by FF1bn

By John Riddling in Paris

Pechiney, the French aluminium and packaging group, is set to reduce its debts by about FF1bn (\$260m) by cutting its stake in Carbone Lorraine, the industrial components company, and the sale of the Ugmag subsidiary.

The proceeds, which should take the group's net debt to just over FF240m, result from operations announced yesterday which will reduce Pechiney's holding in Carbone Lorraine to about 40 per cent from 61 per cent.

As part of the operation, Pechiney will sell Carbone Lorraine its Ugmag division, one of the biggest international producers of permanent magnets. Carbone Lorraine also unveiled plans to buy Dietrich, a German manufacturer of components for electrical appliances with annual sales of about FF60m.

The 21 per cent stake in Carbone Lorraine is to be sold to Paribas Affaires Industrielles, the industrial portfolio of France's Paribas banking group. Both Paribas and Pechiney will subscribe to a capital increase of between FF200 and

FF250m for the components business.

The deals reflect Pechiney's strategy of reducing its debt in preparation for privatisation.

Mr Jean-Pierre Rodier, who took over as chairman last year, has outlined a strategy of debt reduction and of focusing on core business to prepare the group for the sale.

Details of the strategy are expected to be announced next week.

Mr Patrick Kron, chairman of Carbone Lorraine, said the operation represented an effective privatisation of the company and would thus require

authorisation from the government.

He said the sale of Ugmag would give Pechiney about FF250m, while the former parent company would receive FF200m from the sale of the 21 per cent stake to Paribas. The removal of Carbone Lorraine's debt from the group balance sheet would also reduce net debt by about FF500m.

Announcement of the deals came as Carbone Lorraine revealed that it had returned to the black. Last year, the company recorded a net profit of FF31m, compared with a loss of FF107m in 1993.



Jean-Pierre Rodier, preparing group for privatisation

## Dow buys three east German chemicals plants

By Judy Dempsey in Berlin

Dow Chemical of the US yesterday acquired an 80 per cent stake in three east German chemical plants in the largest and most expensive privatisation undertaken by the German government in the region.

The remaining 20 per cent stake will be held by the German state.

Dow bought the Buna, Leuna and Böhlen complex from the Bundesanstalt für vereinigungsbedingte Sonderaufgaben (BVS), the successor to the Treuhand privatisation agency.

The plants, which employ 5,000, are operating at a loss.

The US group has pledged to invest DM4bn (\$2.6bn) in upgrading the plants by the year 2000. The German government will provide at least half of the investments. The purchase price, however, was not disclosed.

Mr William Stavropoulos, president and chief operating officer of Dow, said the company is ideally situated to serve the growing and emerging markets of central and eastern Europe.

Dow bought the ethylene dichloride and vinyl chloride monomer plant at Buna, which

includes rubber production facilities. It has also acquired the polyethylene plants at Leuna and the steam cracker at Böhlen, which produces the main building blocks for derivative plants at all three sites.

The plants, based in the eastern state of Saxony-Anhalt, were the centre of the East German chemical industry, last year recorded losses of more than DM300m on turnover of DM1bn. The losses will be picked up by the BVS.

Mr Elmar Deutsch, vice-president of Dow Europe and general manager of Dow Deutschland, said he expected sales to increase to about DM1.5bn

within the next three years. The company did not expect the plants to be in the black until the restructuring is complete by 2000.

Dow will also guarantee 3,000 jobs. However, it will be allowed to reduce the workforce to 1,800 without incurring any penalties with the BVS. Buna alone employed over 18,000 people before German reunification in 1990, while combined, the three chemical units employed more than 25,000.

Dow, however, faces three hurdles before it begins operations in June: Germany's finance ministry

and the European Commission have to approve the sale, which will require scrutinising the level of subsidies provided by the German government; Dow has to negotiate a competitive energy supply with VKR, the west German utility which, together with Powergen of the UK and NRG of the US, is building a power plant at Schkopau, near Leipzig and close to the chemical plants; Dow still has to seek approval for building a multi-feedstock liquid pipeline from the port of Rostock in the north of east Germany to Böhlen, which is crucial if the cracker is to be competitive.

## Volvo to develop new range of light trucks for Europe

By Kevin Done, Motor Industry Correspondent

Volvo of Sweden, the world's second biggest heavy truck maker, is to enter the European light truck market for the first time as part of a strategy to increase its share of the world commercial vehicle market.

Its decision to press ahead with the development of a new range of light trucks (7.5 tonnes gross vehicle weight) will allow it to challenge, for the first time, established rivals such as Mercedes-Benz, Iveco, MAN, Renault and Daf in this segment of the European market.

Mr Karl-Erik Trogen, chief executive of Volvo Truck, the Swedish group's commercial vehicle division, said the development of the light truck was "a priority project".

Volvo increased its truck sales worldwide in the first two months this year by 23.6 per cent to 11,408 from 9,233 a year ago. Mr Trogen forecast growth of 10-15 per cent for the full year.

The group had a current order book of close to 50,000 vehicles, with average delivery times of about 6 months.

Earlier this year, Volvo announced it would invest SKr7.7bn (\$600m) to expand its truck production capacity outside North America - most importantly in Europe - by 20 per cent to 60,000 trucks a year by 1997.

However, Mr Trogen acknowledged that the group was losing business because of its long delivery times.

Volvo is expected to invest about SKr700m in its new light truck project, with the aim of creating a capacity to produce up to 10,000 trucks a year.

The vehicle would be launched "well before 2000", Mr Trogen said.

The expansion and the move into the light truck market comes as Volvo's profitability is recovering rapidly in response to a tough restructuring programme carried out

during the recession, and to rising demand in world auto markets.

In order to speed up the development time and cut costs, Volvo is expected to purchase the main components for its planned light truck range, such as engines, gearboxes and axles, from outside suppliers.

In the heavy truck sector, where Volvo is in second place in the world behind Mercedes-Benz of Germany, it develops and manufactures its main powertrain components in-house.

"We want to do something very fast to get into the market with most of the components coming off the shelf in the short term," said Mr Trogen.

He said the decision to enter the light truck market was "both an aggressive and a defensive strategy".

The new truck would broaden Volvo's range in Europe and would also make "an excellent entry vehicle" for emerging markets, which are expected to provide much of the future growth for commercial vehicle makers.

At the same time, Mr Trogen said Volvo's move to offer its European dealer network a complete range of light, medium and heavy-duty trucks would "make it tougher for the Japanese to enter Europe".

Japanese vehicle makers are pursuing an aggressive strategy to expand their presence in the European car market, but have made only minimal inroads into the truck sector.

Volvo, which increased its truck deliveries worldwide by 33.5 per cent to a record 68,500 last year, is expanding capacity in Europe and expects to add 700 jobs at its European truck plants by 1997, in addition to the 1,600 hired in 1994.

It is investing more than SKr1.2bn in Sweden to raise production capacity for truck cabs, engines, transmissions and axles.

It is also investing SKr312m to increase final assembly capacity in Belgium, the UK, Poland and Sweden.

## McDonnell Douglas committed to new jet

McDonnell Douglas, the US aerospace group, said it was committed to bringing to market its 100-seat MD-95 jet aircraft, although it does not currently have firm commitments for orders from an initial, or launch, customer. Reuter reports from California.

McDonnell Douglas said it was "talking to potential customers" who were expected to reach decisions on ordering in the second half of the year.

It is McDonnell's strongest statement of confidence in the new aircraft since losing out in March to its arch-rival Boeing on a 35-aircraft order by the Royal Canadian Mounted Police, previously a loyal McDonnell customer.

"McDonnell Douglas and its board of directors are firmly behind the MD-95," the company said after a meeting in Long Beach with suppliers

and partner companies.

Traditionally, an aircraft maker does not commit to going ahead with a new model until a launch customer assures it of a sufficient number of initial orders to indicate that the new aircraft programme will be economically justified.

Industry observers have expressed grave doubts about the future of the MD-95, and indeed about the company's future in commercial aviation, after SAS defected to Boeing.

Boeing said yesterday that it had delivered 59 commercial jet transports in its first quarter ended March 31.

The US group said commercial jet transport deliveries for the full year were now projected at about 230 aircraft, including 19 Boeing 777s.

First-quarter deliveries consisted of 29 Boeing 737s, eight 747s, 14 757s and eight 767s.

## NEWS DIGEST

## Life insurance side lifts Fortis 15% for year

Fortis, the Belgian-Dutch financial services group, posted a 15 per cent increase in net profits for 1994, with life insurance showing an especially strong performance, writes Lionel Barber in Brussels.

Net profit rose to Ecu549m (\$377.33m) from Ecu476m last year. For the first time, the results included a contribution from the Belgian ASLK-CGER banking and insurance group, in which Fortis has a controlling stake.

Fortis, jointly owned by Amey of the Netherlands and AG of Belgium, said it expected a "clearly higher" net profit in 1995, assuming no sharp fluctuations in exchange and interest rates.

The results for 1994 reflect strong results from the group's European insurance operations and the life activities in the US. Almost all life companies achieved significant growth in income, with premium income rising 27 per cent to Ecu1.4bn.

Pre-tax profits in life insurance rose to Ecu274m from Ecu198m, while non-life profits before tax advanced to Ecu101.8m from Ecu78.5m.

In banking, the acquisition of the stake in ASLK-CGER bank was crucial in tripling the group's pre-tax profits to Ecu233m.

Without this contribution, the group's autonomous growth showed a slight decline. Fortis also warned that net interest income rose due to strong growth in ordinary savings at the expense of long-term deposits in ASLK-CGER.

The board has proposed a dividend of F1.30 a share for Fortis AMEV and Ecu1.20 a share for Fortis AG, up from F1.40 and Ecu1.20 a share respectively the previous year.

## Perstorp advances to SKr330m midway

Perstorp, the Swedish specialty chemicals and plastics group, lifted profits to SKr330m (\$44.64m) in the six months to February 28, up 27 per cent from SKr272m in the same 1993-94 period, writes Christopher Brown-Humes in Stockholm.

Mr Gösta Wilking, chief executive, said the group's business climate was improving due to the upswing in Europe, where the company has most of its sales.

He noted signs of a slight weakening in demand in the US.

The group, which is active in surface materials, resins, and other areas, saw sales rise by 22 per cent to SKr6.1bn, after improvements in all six of its business sectors.

Growth in operating profits was restricted to 14 per cent because poorer performances from plastics systems and biotech partially offset an improved trend in the group's other units.

Perstorp said the rapid rise in raw material prices last year had slowed, and it was gradually compensating for the development.

Profits for the full year, to August 31 are expected to exceed last year's SKr351m level.

## GE Capital in exclusive deal with Metro Group

GE Capital, the US financial services company, has signed a co-operation agreement with Metro group giving the General Electric subsidiary the exclusive rights to provide consumer financial services to what it described as the largest retail group in Europe, Reuter reports from Stamford, Connecticut.

GE also said it had completed the acquisition of 80 per cent of Service Bank from Germany's Kauffhof in which Metro has a controlling stake.

The remaining 20 per cent of capital will be owned by German-based Metro and Kauffhof Holding.

Under the co-operation deal, GE Capital will work with the retailers to introduce new private label credit cards as well as other consumer finance products. This will include the expansion of the banking branches of the Service Bank.

## Alberta Energy to pull out of forest products

Alberta Energy, the Western Canada oil and gas producer, plans to sell its 19-year-old investment in forest products later this year, writes Robert Gibbons in Montreal.

Alberta Energy said it might sell the sawmill, fibreboard and pulp mill assets outright or through an initial public offering. The proceeds would be used to expand its oil and gas business.

Alberta Energy reported first-quarter net profit of C\$24m (US\$17.25m) on sales of C\$238m, up from profit of C\$17m on revenues of C\$222m a year earlier.

## ISS buys Irish contract cleaning company

ISS-International Service System, the Danish international office cleaning group, has bought Contract Cleaners, Ireland, from British Spring Grove Services, writes Hilary Barnes in Copenhagen.

The Irish company has 1,700 employees and a turnover of E800m (\$476m), with offices in Dublin, Cork, Limerick and Galway.

ISS said the acquisition, for an undisclosed sum, will bring ISS Ireland close to becoming market leader.

The group indicated that it was prepared to make further acquisitions. It recently bought two small cleaning companies in Sweden.

## Portugal Telecom absorbs Marconi stake

Portugal Telecom has absorbed a 50.04 per cent stake in external telecommunications operator Companhia Portuguesa de Radio Marconi as part of the process of privatising 30 per cent of PT, Reuter reports from Lisbon.

The shares, worth Est.5bn (\$63m), were transferred to PT from state holding company CN - Comunicações Nacionais - ahead of the partial privatisation of PT next month.

PT is due to absorb 100 per cent of Marconi before its privatisation, with Marconi's private shareholders being offered PT shares on the basis of a Marconi share valuation of E6,500.

Portugal plans to price PT shares on May 26, a few days before the partial privatisation.

PT, which was created last June from the merger of three state-run telecommunications companies to consolidate the sector into one company before privatisation, has an authorised capital of Est180bn.

## Loral expands its European operations

Loral, the US defence contractor, has expanded its Loral Europe subsidiary into three main units that will focus on systems integration, training and simulation systems and defence electronics components for international customers worldwide, Reuter reports from New York.

Loral said the three units will be Loral Solartech, which supplies training and simulation systems worldwide; Loral Technologies, which produces defence subsystems for military and government applications; and Loral UK Government Systems.

Loral Europe will be headed by Mr Galen Ho, who also is president of Loral Corporation's ASIC unit.

## Nycomed unit slims

Nycomed Pharma, a subsidiary of Norway's Hælsund Nycomed, is to sell its cosmetics activities in Norway, Sweden and Denmark to a Scandinavian consortium, Reuter reports from Oslo.

The Scandinavian consortium consists of Sweden's Scandinavian Cosmetics, Denmark's E. Saether and Norway's Engelschjøn Cosmetics.

Hælsund Nycomed's cosmetics activities employ 110 people and had a total turnover of around DKr240m (\$44.39m) in 1994.

Hælsund declined to say what the deal was worth.

## KANSALLIS-OSAKE-PANKKI

## NOTICE OF A MEETING

of the holders of the outstanding

V15,000,000,000 Inverse Floating Rate Notes Due 1997

## KANSALLIS-OSAKE-PANKKI

NOTICE IS HEREBY GIVEN that a Meeting of the holders (the "Noteholders") of the above Notes (the "Notes") covered by Kansallis-Osake-Pankki (the "Bank") will be held at the offices of Norton Rose, Kempen House, Cannon Street, London EC3A 7AN on 3rd May, 1995 at 11.00am (London time) or at such time thereafter as the Meeting convened in respect of the V15,000,000,000 13% per cent coupon Inverse Floating Rate Notes will have been concluded and adjourned for the purpose of considering and, if thought fit, passing the resolution set out below which will be proposed by the Bank as an Extraordinary Resolution in accordance with the provisions of the Agency Agreement dated 7th March, 1994 (the "Agency Agreement") as supplemented by a supplemental agency agreement dated 16th October, 1990 (the "Supplemental Agency Agreement"), entered into between the Bank and Citibank, N.A. (the "Fiscal Agent") and, in the case of the Master Agency Agreement, others (the "Master Agency Agreement" and the Supplemental Agency Agreement together referred to as the "Agency Agreement") relating to the Notes.

## EXTRAORDINARY RESOLUTION

That this Meeting of the holders (the "Noteholders") of the outstanding V15,000,000,000 Inverse Floating Rate Notes Due 1997 (the "Notes") of Kansallis-Osake-Pankki (the "Bank") resolved pursuant to a supplemental agency agreement dated 16th October, 1990 between the Bank and Citibank, N.A. (the "Fiscal Agent"), the "Supplemental Agency Agreement") being supplemental to the Agency Agreement dated 7th March, 1994 (the "Master Agency Agreement"), entered into between the Bank, the Fiscal Agent and others (the Master Agency Agreement and the Supplemental Agency Agreement together referred to as the "Agency Agreement") hereby:

- (1) assents to the proposal by the Bank for the modification of the Terms and Conditions (the "Conditions") of the Notes (as framed on the reverse thereof) and in the Supplemental Agency Agreement set out in Schedule 4 to the Explanatory Memorandum dated 7th April, 1995 and issued by the Bank, a copy of which is produced to this Meeting and included by the Chairman hereof for the purpose of identification;
- (2) sanctions every abrogation, modification, compromise or arrangement in respect of the rights of the Noteholders and the holders of the coupons appertaining thereto (the "Coupons") and the "Coupons" respectively against the Bank involved in or resulting from the passing of this Resolution, the modifications referred to in paragraph (1) of this Resolution, the execution of the Second Supplemental Agency Agreement referred to in paragraph (1) of this Resolution and any substitution of debt effected pursuant to, and in accordance with, such Terms and Conditions as so modified; and
- (3) authorises the parties thereto to execute and cause to be executed a Deed Poll and a Second Supplemental Agency Agreement subject to the payment of principal of interest on, and any additional amounts required to be paid pursuant to the Conditions of, the Notes being unconditionally and irrevocably guaranteed by the Bank.

The Resolution, if passed, will modify the Conditions of the Notes by the insertion of additional provisions pursuant to which the Bank may, without the consent of the Noteholders or the Coupons, but subject to compliance with the procedure set out in the Agency Agreement (as amended), effect the substitution of a direct or indirect subsidiary of the Bank as debtor under the Notes and the Coupons and the release and discharge of the Bank from its obligations and liabilities under the Notes and the Coupons, subject to the payment of principal of interest on, and any additional amounts required to be paid pursuant to the Conditions of, the Notes being unconditionally and irrevocably guaranteed by the Bank.

Details of the background to, and the reasons for, the proposed Extraordinary Resolution are contained in an Explanatory Memorandum dated 7th April, 1995 prepared by the Bank, copies of which are available for collection by Noteholders at the specified office of the Fiscal Agent for the Notes, the address of which is stated below. The Explanatory Memorandum also contains, inter alia, (1) the text of the additional provisions to be inserted in the Conditions as they will be if the Extraordinary Resolution is passed and (2) a draft of the form of the Deed Poll to be executed by the subordinated subsidiary and the Bank in connection with any substitution of debt effected in accordance with the Conditions as so modified.

The Bank considers that the proposed modifications contained in the Extraordinary Resolution set out above are fair and reasonable in the circumstances and, accordingly, the Noteholders to vote in favour of the Extraordinary Resolution.

The attention of Noteholders is particularly drawn to the questions required for the Meeting and for any adjourned Meeting which is set out in paragraph 2 of "Voting and Quorum" below.

Copies of the Supplemental Agency Agreement (including the currently applicable Conditions of the Notes), the Master Agency Agreement and the Annual Report and Accounts for the year ended 31st December, 1994 for each of the Bank and United Ltd, the parent company of the Union Bank of Finland Ltd, will be available for inspection by Noteholders at the specified office of the Fiscal Agent set out below.

## VOTING AND QUORUM

1. A Noteholder wishing to attend and vote at the Meeting in person must produce at the meeting either the Notes, or a valid voting certificate or valid voting certificates issued by the Fiscal Agent relating to the Notes in respect of which he wishes to vote.

A Noteholder not wishing to attend and vote at the Meeting in person may either deliver his Notes or voting certificate(s) to the person he wishes to attend and vote on his behalf or give a voting instruction form (on a voting instruction form obtainable from the specified office of the Fiscal Agent set out below) instructing the Fiscal Agent to appoint a proxy to attend and vote at the Meeting in accordance with his instructions.

Notes may be deposited with the Fiscal Agent or to the satisfaction of the Fiscal Agent held in order or under its control by Cedeo Bank, société anonyme or the Morgan Guaranty Trust Company of New York, Brussels Office, as Operator of the Euroclear system or any other person approved by it, for the purpose of obtaining voting certificates giving voting instructions in respect of the Notes. The time for depositing Notes or voting certificates or for the delivery of voting instructions shall be not less than 48 hours before the time appointed for holding the Meeting (or, if applicable, any adjournment of such Meeting). Notes so deposited or held will not be released until the conclusion of the Meeting (or, if applicable, any adjournment of such Meeting) and the surrender of the voting certificate(s) or, not less than 48 hours before the time for which the Meeting or, if applicable any adjournment of such Meeting is convened, the voting instruction receipt(s) issued in respect thereof.

2. The quorum required at the Meeting is two or more persons present in person holding Notes or voting certificates or being proxies and holding or representing in the aggregate a clear majority in principal amount of the Notes for the time being outstanding. If within 15 minutes from the time fixed for the Meeting a quorum is not present the Meeting shall stand adjourned for such period, not being less than 14 days nor more than 42 days, and to such time and place, as may be appointed by the Chairman of the Meeting. At least ten days' notice of the Meeting adjourned through want of a quorum shall be given in the same manner as the original Meeting and such notice shall state the quorum required at the adjourned Meeting. As such adjourned Meeting the quorum shall be two or more persons present in person holding Notes or voting certificates or being proxies or holding or representing in the aggregate not less than one-fifth of the principal amount of the Notes, for the time being outstanding. On a show of hands every person who is present in person and produces a Note or voting certificate or is a proxy shall have one vote. On a poll every person who is so present shall have one vote in respect of each V300,000,000 principal amount of Notes so produced or represented by the voting certificate so produced or in respect of which he is a proxy.

3. If passed, the Extraordinary Resolution requires a majority in favour consisting of not less than three-quarters of the votes cast. If passed, the Extraordinary Resolution will be binding on all the Noteholders, whether or not present at such Meeting and whether or not voting, and upon all the Couponsholders relating to the Notes.

5. Notice of the result of the Meeting will be given as soon as is reasonably practicable after the conclusion of the Meeting.

## NOTICE OF PROPOSED SUBSTITUTION OF PRINCIPAL DEBTOR

Notice is also hereby given that, subject only to the passing of the Extraordinary Resolution set out above, with effect on and from 1st June, 1995:

- (1) Union Bank of Finland Ltd, a company incorporated and established in the Republic of Finland, will, pursuant to the provisions of a Deed Poll, be substituted in place of the Bank as the principal debtor in respect of the Notes and the Coupons; and
- (2) the Bank will, in such Deed Poll, irrevocably and unconditionally guarantee all the obligations of the substituted debtor arising from, or in connection with, the Notes and the Coupons.

## Fiscal and Paying Agent

Citibank, N.A.  
336 Strand  
London WC2R 1JB

KANSALLIS-OSAKE-PANKKI

7th April, 1995

CITIBANK

## BANCO DI NAPOLI

Public Limited Company - Registered Office in Naples  
Legal Secretary of the Banco di Napoli Banking Group  
Member of the Interbank Deposit Protection Fund  
Share Capital: Lit. 4,475,871,225,000  
Registered in Naples, No. 4180/91  
Tax and VAT Code 0638880635

## NOTICE OF ORDINARY AND EXTRAORDINARY GENERAL MEETINGS

Notice is hereby given that the ordinary and extraordinary General Meetings of the Company will be held at the Company's registered office at Via Toledo 77, Naples, Italy, on 28th April 1995, at 10.00 a.m. or, alternatively, should the need arise to make a second call, on 29th April 1995, same time and place, for the purpose of discussing and voting on the following agenda:

1. Submission and approval of the Financial Statements for the year 1994 and of the reports of the Board of Directors and Board of Auditors, Adoption of the relevant resolutions.
2. Appointment of one Alternate Auditor.
3. Resignation of the Chairman and of members of the Board of Directors. Adoption of the relevant resolutions.
4. Pursuant to Consob regulations, Memorandum stating the external auditing cost incurred for the whole Banco di Napoli Group.
5. Extraordinary Meeting
1. Approval of the project envisaging the merger of Banco di Napoli Holding SpA into Banco di Napoli SpA.
2. Amendments of articles 2,7,11,13,15,17,19,21,25,26,28 and of the interim provision of the Articles of Association.
3. The right to attend and vote at the General Meetings is regulated by the Articles of Association and by the legislation currently in force.
4. The right to attend and vote is reserved to those shareholders holding ordinary shares of the Company who, at least five days before the date set for the Meeting, have deposited the shares with Banco di Napoli SpA branches or with one of the following designated banks: Banca di Roma - Banca Nazionale del Lavoro - Banca Commerciale Italiana - Monte dei Paschi di Siena - Istituto Bancario San Paolo di Torino - Credito Italiano - Banco di Sicilia - Banco di Sardegna - Monte Titoli SpA (for the shares it administers).
5. The Memorandum stating the cost of external auditors, the project of merger and the proposed amendments to the Articles of Association are at the shareholders' disposal at the company's registered office. The Board of Directors and Board of Auditors' Reports and the Annual Accounts will be made available as provided by law.
- Pursuant to art. 2, par. 4 of the regulation of Banco di Napoli's 1992/95 warrants, the exercise of the conversion right is suspended from 7th March 1995 to the day which follows the end of the General Meeting.

By order of the Board of Directors

## BENETTON GROUP S.p.A.

Registered Office: Via Villa Mirabelle, 1  
Ponzone Veneto (TV) - Italy  
Issued and fully-paid capital stock Lit 87,278,862,500  
Trevviso Company Register No. 4424

Stockholders are called to an Ordinary General Meeting to be held, in first calling, at 10.30 a.m. on April 27, 1995, at Via Villa Mirabelle 1, Ponzone Veneto (TV), Italy, or in second calling, if necessary, at the same time and place on April 28, 1995.

## AGENDA

1. To receive the reports of the Board of Directors and the Board of Statutory Auditors;
2. To examine the financial statements as of December 31, 1994; related resolutions;
3. To appoint the Board of Directors, having determined how many Directors to appoint and the length of their term;
4. To fix the emoluments of the Board of Directors.

Registered Stockholders may attend the Meeting if they deposit their shares, at least five days beforehand, at the registered office of the Company or with one of the following agents:

Monte Titoli S.p.A., Banca Commerciale Italiana, Banca Nazionale del Lavoro, Credito Italiano, Banco di Roma, Istituto Bancario San Paolo di Torino, Monte dei Paschi di Siena, Banco di Napoli, Banco di Sicilia, Cassa di Risparmio della Provincia Lombarda, Banca Popolare di Novara, Banca Nazionale dell'Agricoltura, Banca d'America e d'Italia, Banco Antoniano Venetiano, Banca Popolare di Bergamo, Banca Popolare di Brescia, Banca Popolare di Cremona, Banca Popolare di Ferrara, Banca Popolare di



## INTERNATIONAL COMPANIES AND FINANCE

## Hilldown may have rival offer for Maple Leaf stake

By Bernard Simon in Toronto

Hilldown Holdings, the UK conglomerate, may soon be presented with a rival offer for its 66 per cent stake in Maple Leaf Foods, the Canadian food processor.

Hilldown has given conditional approval to a cash-and-shares offer for Maple Leaf from a consortium led by Mr Wallace McCain, who was ousted last year as joint chief executive of his family's frozen food empire.

However, Maple Leaf said yesterday that "ongoing discussions" were taking place between other potential suitors

and Nesbitt Burns, the securities firm which is acting as Maple Leaf's financial adviser.

No firm bid has been received, however. Maple Leaf's shareholders are due to meet on April 19 to vote on the McCain offer.

The identity of companies which have asked for access to Maple Leaf's "information room" has not been disclosed. However, analysts' speculation has centred on a number of North American and European food groups, including Hormel and ConAgra from the US, Switzerland's Nestlé, and Canada's privately-held Patison Group.

Maple Leaf shares have traded actively since the McCain group unveiled its offer on March 6. They gained 26 cents to \$315 in early trading on the Toronto stock exchange yesterday, valuing the company at about \$1.2bn (US\$893m).

Under the McCain offer, Hilldown would receive a maximum of \$660m cash and a minimum of \$283m with a stake of 10 per cent in a new company.

Maple Leaf earned \$75.7m last year from sales of \$432m. Its main businesses are fresh and prepared meat, groceries, bakery products and animal feed.

## Britannica tries to get a foot in the door of the information age

By Laurie Morse in Chicago

The William Benton Foundation, publishers of the Encyclopaedia Britannica, has admitted the information age had passed it by and it needed an infusion of capital and perhaps even a new owner to update its technology.

"Technology and the information age have radically transformed our landscape, and will require our company to make a significant transition from our historical past," the company said. "To continue to grow and develop our business we must reinvent. We need capital and are confident we can secure it."

The Encyclopaedia Britannica, founded in Edinburgh in 1768, is the world's oldest continuously-published English-language encyclopaedia. The William Benton Foundation is a charitable trust which benefits the University of Chicago.

If Encyclopaedia Britannica were sold, proceeds would be reinvested to benefit the university.

Although the company has been profitable for 19 out of the last 20 years, worldwide sales fell to \$463m last year, from \$650m in 1990. While a number of competitors were quick to move from the printed page to computer distribution, Britannica clung to its core product - a 32-volume, hand-tooled, leather-bound set of books sold door-to-door to homes and libraries for \$1,500.

The company created a CD-ROM version of another of its properties, Compton's Encyclopaedia, but sold it to the Tribune Company in 1993 for \$87m. The sale was a strategic decision, the company said. "Management felt it wasn't a good fit. They wanted to focus on the depth and breadth of knowledge, Encyclopaedia Britannica's core database."

That database, which includes 44m words and 65,000 articles, is far more comprehensive than any of its competitors. However, rivals such as Grolier and Microsoft have been quick to switch their products to multimedia computer. Both Grolier and Microsoft produce CD-ROM encyclopaedias which are often included free with the software to new computers.

Home computer sales equalled those of television in the US last year and millions of school children are getting their first taste of an encyclopaedia from Britannica's competitors.

Encyclopaedia Britannica did release an abridged CD-ROM version this year, but its price, \$995, limited sales. The company's venture to put its database on-line on the Internet, begun late last year, limited access to college and university students.

## Craig McCaw pans for gold in new market

The Seattle billionaire's investment in Nextel is a bold gamble, writes Louise Kehoe

**M**r Craig McCaw, the Seattle billionaire who made his fortune as a pioneer of cellular telephony, believes he has spotted another winner in "integrated wireless business communications services".

His decision to invest up to \$1.1bn over the next six years to acquire a 23.5 per cent stake in Nextel Communications is a bold gamble on a new market segment aimed at mobile workers: from delivery service drivers to sales executives on the move.

Mr McCaw has staked his money and his reputation as a highly successful entrepreneur on Nextel's ambitions to build a US-wide network offering integrated telephony, paging, messaging and radio dispatch services - all of which can be accessed from a single handset.

Mr McCaw, founder of McCaw Cellular which was acquired last year by AT&T for \$11.5bn in stock, said he had no interest in attempting to copy existing cellular, personal communications services or paging.

"I have been there, done that, and it's not my intent to do what I've already done," he said. At Nextel "we will mine for gold in the new field of

wireless communications for work groups". Nextel's services will not compete directly with either cellular or PCS.

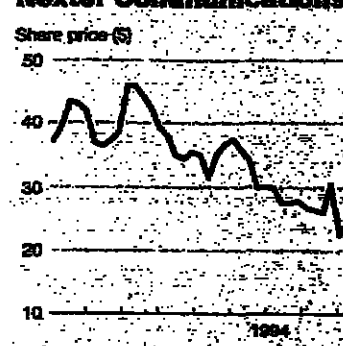
"It is not in the interests of AT&T to take the cellular systems that they acquired with McCaw and the new PCS licenses, and try to do this particular application. We see the possibility of AT&T becoming a reseller of this service," said Mr McCaw, who is now AT&T's largest shareholder.

Mr McCaw was an active bidder in the recent US auctions for PCS services, but emerged empty-handed. He said that talks with Nextel had been under way during the auctions and presented an alternative investment opportunity.

"With all the competition coming in the cellular and PCS market place, Nextel is logically focused on technology that allows it to do something very well that others are not already doing - work group wireless communications," said Mr McCaw. "Primarily this is a larger workgroup tool, not a consumer tool."

This represents a significant change of direction for Nextel, which had aimed to compete with cellular and paging services in the consumer market, as well as the business sector.

## Nextel Communications



Source: FT Complot

Mr McCaw is now calling the shots. As a condition of his investment, he will become a member of Nextel's board of directors, with control over a newly-created operations committee responsible for setting Nextel's corporate strategy. He will be entitled to appoint a majority of the members of the operations committee and three board members.

While Nextel may have effectively given up control of its destiny, the company could hardly have hoped for a stronger endorsement. On news of Mr McCaw's investment, Nextel's share price jumped 24 per cent to close at \$16 1/4 on



Craig McCaw

Wednesday and rose to \$16 1/4 in early trading yesterday.

Just seven months ago, Nextel's future appeared to be in jeopardy when MCI, the US long-distance telephone service company, backed out of a deal to acquire 77 per cent of the company for \$1.36bn.

Without MCI's marketing strength it seemed that Nextel would have difficulty competing with established cellular telephone services. The collapse of the deal left Nextel short of funds to complete a series of acquisitions through which it aimed to obtain radio spectrum licenses.

The investment by Mr

McCaw should solve most of Nextel's problems, analysts said. The phased investment plan will provide the company with a cash infusion of more than \$300m, assuming the deal is approved by shareholders and US regulators.

This should enable Nextel to complete several acquisitions that are critical to its plans for a nationwide service, said Mr Morgan O'Brien, Nextel chairman.

Mr McCaw's investment will also enable Motorola, which through license and equipment sales is acquiring a stake of more than 25 per cent in Nextel, to reduce its holding.

This transaction is the first step in reducing our ownership in Nextel," said Mr Christopher Galvin, president and chief operating officer of Motorola.

Nextel's improved financial condition will also enable the company to increase its purchases of Motorola equipment. The cash injection "gives a very long way toward providing the capital that we need" for the company to complete its network, said Mr O'Brien.

Nextel planned to be able to offer its services to 80 per cent of the US population by the end of 1996, he added.

## Nasdaq uses fresh studies to reject collusion allegations

By Maggie Urry in New York

Nasdaq, the automated quotation market operated by the US National Association of Securities Dealers, has hit back at accusations of collusion made in an academic study last year.

In a speech at a conference yesterday, the collusion theory was condemned as inconceivable by Mr Dean Furbush, a Washington-based economist. However, Professor William Christie of Vanderbilt University, one of the authors of the original study, said he had seen nothing yet to change his view.

Since reports of a paper by two ac-

demies were made public last May, the market has come under investigation by the US Justice Department and the Securities and Exchange Commission, and a number of lawsuits have begun. The new academic work will be used in evidence in the legal cases.

Nasdaq last month proposed new trading rules in response to criticisms that its system of competing market-makers denied investors the ability to deal at the best possible prices.

Last May, Prof Christie and Mr Paul Shultz of the Ohio State University said there was a pattern on Nasdaq of quoting prices in even eighths - excluding

1/8, 3/8 and so on. They said the only explanation for that would be collusion among a cartel of traders to keep spreads wider, as the practice ensured a minimum spread of a quarter.

In a second study, they noted that after the contents of their first paper became known, spreads in some large Nasdaq stocks narrowed, which they said reinforced the collusion claim.

Mr Furbush said yesterday that Nasdaq's 400 market makers made the market highly competitive, and that the Christie-Schultz "collusion hypothesis was plainly ludicrous". Mr Kenneth Cone, an economist with Lexecon, a

Chicago consulting firm, said another study by Professor Morton Miller of the University of Chicago, which would also be presented at the conference, found a pattern of quoting even digits in other markets and said this clustering was a natural phenomenon.

He said the Christie-Schultz study was wrong to draw a conclusion of collusion from it. Further, he said, there was a tendency for spreads on Nasdaq to change suddenly and the conclusion of the second study was also wrong.

Prof Christie said the original paper had served its purpose in opening a debate.

## KANSALLIS-OSAKE-PANKKI

## NOTICE OF A MEETING

of the holders of the outstanding  
FIM 300,000,000 13 1/4 per cent. Bonds Due 1995

## KANSALLIS-OSAKE-PANKKI

NOTICE IS HEREBY GIVEN that a Meeting of the holders (the "Bondholders") of the above Bonds (the "Bonds") convened by Kansallis-Osake-Pankki (the "Bank") will be held at the offices of Norton Rose, Kempen House, Cannon Street, London EC3A 7AN on 3rd May, 1995 at 11.00am. (London time) or at such time thereafter as the Meeting convened in respect of the U.S.\$200,000,000 10 per cent. Bonds Due 1996 of the Bank shall have been decided or adjourned for the purpose of considering and, if thought fit, passing the resolution set out below which will be proposed by the Bank as an Extraordinary Resolution in accordance with the provisions of the Agency Agreement dated 7th March, 1989 (the "Master Agency Agreement") as supplemented by a supplemental agency agreement dated 8th August, 1990 (the "Supplemental Agency Agreement") both entered into between the Bank, Citibank, N.A. (the "Citibank") and the Master Agency Agreement and the Supplemental Agency Agreement together referred to as the "Agency Agreement") relating to the Bonds.

## EXTRAORDINARY RESOLUTION

That this Meeting of the holders (the "Bondholders") of the outstanding FIM300,000,000 13 1/4 per cent. Bonds Due 1995 (the "Bonds") of Kansallis-Osake-Pankki (the "Bank") issued pursuant to a supplemental agency agreement dated 8th August, 1990 (the "Supplemental Agency Agreement") being supplemental to the Agency Agreement dated 7th March, 1989 (the "Master Agency Agreement"), both entered into between the Bank, Citibank, N.A. (the "Citibank") and the Master Agency Agreement and the Supplemental Agency Agreement together referred to as the "Agency Agreement") hereby:

- assents to the proposal by the Bank for the modification of the Terms and Conditions (the "Conditions") of the Bonds (as printed on the reverse thereof and in the Supplemental Agency Agreement) set out in Schedule 4 to the Explanatory Memorandum dated 7th April, 1995 and issued by the Bank, a copy of which is produced to this Meeting and initiated by the Chairman hereof for the purpose of identification;
- sancations every abrogation, modification, compromise or arrangement in respect of the rights of the Bondholders and the holders of the Coupons appertaining thereto (the "Coupons") and the "Coupons" respectively against the Bank involved in or resulting from the passing of this Resolution, the modification referred to in paragraph (1) of this Resolution, the execution of the Second Supplemental Agency Agreement referred to in paragraph (3) of this Resolution and any substitution of debt effected pursuant to, and in accordance with, such Terms and Conditions as may be modified;
- authorizes the parties thereto to concur in and execute each of a Deed Poll and a Second Supplemental Agency Agreement in, or substantially in, the form of the draft of the Deed Poll to be executed by the Bank and the Citibank for the purposes of identification and all such other documents and to do all such other acts and things, in each case, as may be necessary to carry out and give effect to this Extraordinary Resolution.

The Resolution, if passed, will modify the Conditions of the Bonds by the insertion of additional provisions pursuant to which the Bank may, without the consent of the Bondholders or the Couponsholders, but subject to compliance with the procedures hereof set out in the Agency Agreement (as amended), effect the substitution of a direct or indirect subsidiary of the Bank as debtor under the Bonds and the Coupons and the release and discharge of the Bank from its obligations and liabilities under the Bonds and the Coupons, subject to the payment of principal of, interest on, and any additional amounts required to be paid pursuant to the Conditions of the Bonds being undertaken by the Bank.

Details of the background to, and the reasons for, the proposed Extraordinary Resolution are contained in an Explanatory Memorandum dated 7th April, 1995 prepared by the Bank, copies of which are available for collection by Bondholders at the specified offices of the Paying Agents for the Bonds, the addresses of which are stated below. The Explanatory Memorandum also contains, inter alia, (1) the text of the additional provisions to be inserted in the Conditions as they will be if the Extraordinary Resolution is passed and (2) a draft of the form of the Deed Poll to be executed by the Bank and the Citibank and the Bank in connection with any substitution of debt effected in accordance with the Conditions as so modified.

The Bank considers that the proposed modifications contained in the Extraordinary Resolution set out above are fair and reasonable in the circumstances and, accordingly, the Bank strongly urges all Bondholders to vote in favour of the Extraordinary Resolution.

The attention of Bondholders is particularly drawn to the quorum required for the Meeting and for any adjourned Meeting which is set out in paragraph 2 of "Voting and Quorum" below.

Copies of the Supplemental Agency Agreement (including the currently applicable Conditions of the Bonds), the Master Agency Agreement and the Annual Report and Accounts for the year ended 31st December, 1994 for each of the Bank and the Citibank, the parent company of the Union Bank of Finland Ltd, will be available for inspection by Bondholders at the specified offices of the Paying Agents set out below.

## VOTING AND QUORUM

- A Bondholder wishing to attend and vote at the Meeting in person must produce at the meeting either the Bonds, or a valid voting certificate or valid voting certificates issued by a Paying Agent relating to the Bonds) in respect of which he wishes to vote.
- A Bondholder not wishing to attend and vote at the Meeting in person may either deliver his Bonds or voting certificates to the person he wishes to attend on his behalf or give a voting instruction form (see a voting instruction form obtainable from the specified offices of the Paying Agents set out below) instructing a Paying Agent to appoint a proxy to attend and vote at the Meeting in accordance with his instructions.
- Bonds may be deposited with any Paying Agent or (to the satisfaction of such Paying Agent) held in its order or under its control by Codel Bank, société anonyme or the Morgan Guaranty Trust Company of New York, Branches Office, as Operator of the Euroclear system or any other person approved by it, for the purpose of obtaining voting certificates giving voting instructions in respect of the Bonds and the Coupons, not later than 48 hours before the time appointed for holding the Meeting (or, if applicable, any adjournment of such Meeting). Bonds so deposited or held will not be released until the conclusion of the Meeting, (or, if applicable, any adjournment of such Meeting) and the surrender of the voting certificates or, not less than 48 hours before the time for which the Meeting or, if applicable, any adjournment of such Meeting is convened, the voting instruction receipt(s) issued in respect thereof.
- The quorum required at the Meeting is two or more persons present in person holding Bonds or voting certificates or being proxies and holding or representing in the aggregate a clear majority in principal amount of the Bonds for the time being outstanding. If within 15 minutes from the time fixed for the Meeting a quorum is not present the Meeting shall stand adjourned for such period, not being less than 14 days nor more than 42 days, and to such time and place, as may be appointed by the Chairman of the Meeting. At least ten days' notice of the Meeting adjourned through a vote of a quorum shall be given in the same manner as the original Meeting and such notice shall state the quorum required at the adjourned Meeting. At such adjourned Meeting the quorum shall be two or more persons present in person holding Bonds or voting certificates or being proxies and holding or representing in the aggregate a clear majority in principal amount of the Bonds for the time being outstanding. On a show of hands every person who is present in person and produces a Bond or voting certificate or a proxy shall have one vote. On a poll every person who is so present shall have one vote in respect of each FIM10,000 principal amount of Bonds so produced or represented by the voting certificate so produced or in respect of which he is a proxy.
- To be passed, the Extraordinary Resolution requires a majority in favour consisting of not less than three-quarters of the votes cast. If passed, the Extraordinary Resolution will be binding on all the Bondholders, whether or not present at such Meeting and whether or not voting, and upon all the Couponsholders relating to the Bonds.
- Notice of the result of the Meeting will be given as soon as reasonably practicable after the conclusion of the Meeting.

## NOTICE OF PROPOSED SUBSTITUTION OF PRINCIPAL DEBTOR

Notice is also hereby given that, subject only to the passing of the Extraordinary Resolution set out above, with effect on and from 1st June, 1995:

- Union Bank of Finland Ltd, a company incorporated and established in the Republic of Finland, will, pursuant to the provisions of a Deed Poll, be substituted in place of the Bank as the principal debtor in respect of the Bonds and the Coupons; and
- the Bank will, in such Deed Poll, irrevocably and unconditionally guarantee all the obligations of the substituted debtor arising from, or in connection with, the Bonds and the Coupons.

## Fiscal and Paying Agent

Citibank, N.A.

330 Street

London WC2R 1HB

Paying Agents

Citibank

(Citibank) S.A.

16 Avenue Marie-Thérèse

L-2132 Luxembourg

Citibank (Luxembourg) S.A.

16 Avenue Marie-Thérèse

L-2132 Luxembourg

KANSALLIS-OSAKE-PANKKI

7th April, 1995

CITIBANK

## JOHANNESBURG CONSOLIDATED INVESTMENT

## COMPANY, LIMITED

(Incorporated in the Republic of South Africa)  
(Registration No. 01/00429/06)

## DIVIDEND NO. 138 ON SHARE WARRANTS TO BEARER

Pursuant to the notice published on 24 February 1995 holders of share warrants to bearer are informed that payment of the above dividend will be made at the rate of exchange of 1 rand equals 17.23084p on or after 24 April 1995 upon surrender of coupon no. 138 to Barclays Bank Plc, Barclays Global Securities Services, 8 Angel Court, Throgmorton Street, London EC2R 7HT.

Amount per share (U.K. currency)	
Gross amount of dividend declared	8.6153
Less: South African non-resident shareholders tax @ 10.26%	0.8857
Amount payable where a UK Inland Revenue declaration is lodged with coupons	7.7296
Less: United Kingdom Income Tax @ 9.72% on the gross dividend (See notes 1 and 2 below)	0.8374
Amount payable where coupons are lodged without a UK Inland Revenue declaration	6.8922

Coupons must be listed on forms obtainable from Barclays Global Securities Services and deposited for examination on any weekday (Saturday excepted) at least seven clear days before payment is required.

6 St James's Place JCI (London) Limited  
London London Secretaries  
SW1A 1NP P E C Dexter  
Secretary

7th April 1995

## NOTES:

- The gross amount of the dividend for use for United Kingdom income tax purposes is 8.6153p.
- Under the Double Taxation Agreement, between the United Kingdom and the Republic of South Africa, South African Non-Resident Shareholders' Tax applicable to the dividend is allowable as a credit against the United Kingdom tax payable in respect of the dividend. The deduction of tax at the reduced rate of 9.72% instead of at the standard rate of 20% represents an allowance of credit at the rate of 10.26% in respect of South African Non-Resident Shareholders' Tax.



MALAYSIA

US\$650,000,000

Floating rate notes

due 2005

In accordance with the

provisions of the notes,

notice is hereby given that

for the six months interest

period from 7 April 1995 to

10 October 1995 the notes

will carry an interest rate

of 6.50% per annum.

Interest payable on 10

October 1995 will amount to

US\$335.83 per US\$10,000

note and US\$8,395.63 per

US\$250,000 note.

Agent: Morgan Guaranty

Trust Company

JPMorgan

P.T. Fabrik Kertas Tjiwi Kimia

U.S. \$50,000,000

1% Guaranteed Bonds due 1995

Reference is made to the Indenture (the "Indenture") dated as of November 29, 1990

among PT. Fabrik Kertas Tjiwi Kimia (the "Company"), PT. Sinar Mas Tjunggad and PT. Sinar

Mas Veritas, and The Low Debtors Trust Corporation Ltd. as Trustee, related to the

Company's US\$50 million 1% Guaranteed Bonds due 1995 (the "Bonds"). Notice is

hereby given to the holders of the Bonds that the Indenture has been amended on March

29, 1995 to add PT. Purnama Sheperd (Purnama), an Indonesian corporation

controlled by the controlling shareholders of the Company, PT. Sinar Mas Tjunggad and PT.

Sinar Mas Veritas as a Guarantor under the terms of the Indenture. Holders may submit their

Bonds to the Trustee for a notation to be placed on them indicating the addition of Purnama

as a Guarantor of the Bonds.

April 7, 1995

CITY INDEX

We are the leaders in financial and commodity

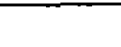
spread betting. Accounts are normally opened within

72 hours. Use-deposit money from your bank. Free 007

Telstar CH4. For brochure and account

opening form fill in and return to 0171 283 3667.

Subject to our terms and conditions.



Cheung Kong

Finance

Cayman Limited

U.S. \$500,000,000

Guaranteed Step-Up

Floating Rate Notes

due January 2001

For the interest period 6th

April, 1995 to 6th July, 1995

the Notes will carry an interest

rate of 6.9125% per annum,

with an interest amount of

U.S. \$87.37 per U.S. \$5,000

Denomination Note and U.S.

\$1,747.33 per U.S. \$100,000

Denomination Note, payable

on 6th July, 1995.

Listed on the London Stock Exchange

7 Bankers Trust

Company - London Agent Bank

## KANSALLIS-OSAKE-PANKKI

## NOTICE OF A MEETING

of the holders of the outstanding  
U.S.\$200,000,000 10 per cent. Bonds Due 1996

## KANSALLIS-OSAKE-PANKKI

NOTICE IS HEREBY GIVEN that a Meeting of the holders (the "Bondholders") of the above Bonds (the "Bonds") convened by Kansallis-Osake-Pankki (the "Bank") will be held at the offices of Norton Rose, Kempen House, Cannon Street, London EC3A 7AN on 3rd May, 1995 at 11.00am. (London time) for the purpose of considering and, if thought fit, passing the resolution set out below which will be proposed by the Bank as an Extraordinary Resolution in accordance with the provisions of the Agency Agreement dated 7th March, 1989 (the "Master Agency Agreement") as supplemented by a supplemental agency agreement dated 7th March, 1990 (the "Supplemental Agency Agreement") both entered into between the Bank, Citibank, N.A. (the "Citibank") and the Master Agency Agreement and the Supplemental Agency Agreement together referred to as the "Agency Agreement") relating to the Bonds.

## EXTRAORDINARY RESOLUTION

That this Meeting of the holders (the "Bondholders") of the outstanding U.S.\$200,000,000 10 per cent. Bonds Due 1996 (the "Bonds") of Kansallis-Osake-Pankki (the "Bank") issued pursuant to a supplemental agency agreement dated 7th March, 1990 (the "Supplemental Agency Agreement") being supplemental to the Agency Agreement dated 7th March, 1989 (the "Master Agency Agreement"), both entered into between the Bank, Citibank, N.A. (the "Citibank") and the Master Agency Agreement and the Supplemental Agency Agreement together referred to as the "Agency Agreement") hereby:

- assents to the proposal by the Bank for the modification of the Terms and Conditions (the "Conditions") of the Bonds (as printed on the reverse thereof and in the Supplemental Agency Agreement) set out in Schedule 4 to the Explanatory Memorandum dated 7th April, 1995 and issued by the Bank, a copy of which is produced to this Meeting and initiated by the Chairman hereof for the purpose of identification;
- sancations every abrogation, modification, compromise or arrangement in respect of the rights of the Bondholders and the holders of the Coupons appertaining thereto (the "Coupons") and the "Coupons" respectively against the Bank involved in or resulting from the passing of this Resolution, the modification referred to in paragraph (1) of this Resolution, the execution of the Second Supplemental Agency Agreement referred to in paragraph (3) of this Resolution and any substitution of debt effected pursuant to, and in accordance with, such Terms and Conditions as may be modified;
- authorizes the parties thereto to concur in and execute each of a Deed Poll and a Second Supplemental Agency Agreement in, or substantially in, the form of the draft of the Deed Poll to be executed by the Bank and the Citibank for the purposes of identification and all such other documents and to do all such other acts and things, in each case, as may be necessary to carry out and give effect to this



Canadian group's split with Metallgesellschaft was not unwelcome, writes **Kenneth Gooding**

Placer said there was little point in proceeding with a full feasibility study if the likely tax background was unresolved.

some of the gold first. Although still in the feasibility stage, Petaquilla, he says, "may become a significant property in Metall's future strategy."

Placer said there was little point in proceeding with a full feasibility study if the likely tax background was unresolved.

7th April, 1995

**ASTRA Compañía Argentina de Petróleo S.A.**

**ANNUAL ORDINARY ASSEMBLY**

The Board of Directors of ASTRA Compañía Argentina de Petróleo S.A. announces to all the company's shareholders the performing of its Ordinary Assembly for the fiscal exercise 31/12/94, which will be held in Buenos Aires, Argentina on April 20th, 1995.

Meeting address: 327 Corrientes Ave.,  
24th Floor, Buenos Aires, Argentina.

Board of Directors

### The Board of Management

The Board of Directors of ASTRA Compañía Argentina de Petróleo S.A. announces to all the company's shareholders the performing of its Ordinary Assembly for the fiscal exercise 31/12/94, which will be held in Buenos Aires, Argentina on April 20th, 1995.

Meeting address: 327 Corrientes Ave.,  
24th Floor, Buenos Aires, Argentina.

Board of Directors



## COMPANY NEWS: UK

Flotation likely to be delayed by process in US

## Nynex set to market issue

By Raymond Snoddy

Nynex CableComms, one of the UK's largest cable operators, confirmed yesterday that it would begin marketing a public issue next month and that the London and New York flotation was designed to raise more than \$400m.

The flotation is likely to take longer than originally expected, however, as a result of the Securities and Exchange Commission review in the US.

No information is yet available on pricing of the international share offering in the UK and the offering of American

Depository Shares in the US. But there are similarities in terms of size with TeleWest, which successfully floated last November.

TeleWest is only fractionally larger than Nynex, a subsidiary of the New York and New England telephone company. Nynex owns and manages franchises covering 2.7m homes, mainly in the north-west and south of England.

TeleWest was priced at 182p, valuing the company at £1.8bn with net proceeds of about £360m. The shares closed at 171p yesterday, up 14p. Mr Eugene Connell, presi-

dent and chief executive of Nynex, said that all the float proceeds would be used to complete the UK networks.

From a late start in the UK, Nynex has become one of the most influential companies in the industry, with plans to spend \$2bn to complete its networks by the end of 1997.

At the end of last year, Nynex had 122,000 television subscribers and 99,000 telephone customers. Penetration rates - the relationship between those who can subscribe and those who do - at about 20 per cent are a little below the industry average.

Cancelled subscriptions, or "churn" at 31 per cent - 24 per cent if the effects of a disastrous free offer scheme are excluded - is also below average.

The company has been aggressively marketing its telephone services and aims to increase customer loyalty.

A new scheme offering telephone services at 25 per cent below British Telecom's standard charges is just getting under way.

Nynex expects to have 4,000 employees by the end of this year, compared with just 200 in 1992.

## Wardle Storeys ahead to £3.4m

By Motoko Rich

Wardle Storeys, the plastics and safety equipment group which makes specialist parachutes, lifted interim pre-tax profits 11 per cent from £3.1m to £3.44m in spite of raw material price increases and the negative impact of the Italian lira's devaluation.

Shares in the company fell 15p to 315p as it warned that cost rises and a weakened lira would continue to affect its technical products division, which makes PVC sheets.

Mr Brian Taylor, chief executive, said: "Raw material price rises will continue and it is a serious situation, but we believe we can pass them on to customers and in the long run I think we will come out of this process with higher margins."

Turnover in the six months to February 28 rose 16 per cent from £38.2m to £44.2m, including a one-month contribution of £405,000 from Para-Flite, the US parachute manufacturer acquired in February. GQ Parachutes, the company's oldest division, raised operating profits from £548,000 to £558,000.

Cost reductions helped the inflatable side lift operating profits 31 per cent to £229,000 on turnover up 6.1 per cent to £8.4m. The safety and survival equipment division made profits of £1.88m (£1.26m).

LEX COMMENT  
UK hotel accounts

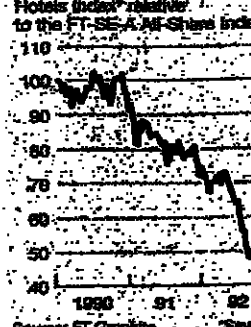
Given the pace with which Queens Moat Houses sped from the verge of the FTSE 100 index to the brink of bankruptcy, it is inevitable that there are concerns over the quality of UK hotel company accounts. That both a group of hotel companies and the Accounting Standards Board are looking at ways of providing a fairer picture of values is welcome news.

At present, profits among the various hotel groups are distorted. Companies do not depreciate freehold and long-lease properties, even though the value of most hotel properties will clearly deteriorate over time. The impact of this can be exaggerated when companies capitalise their investment in assets which are used to maintain the value of property. As a result, this expenditure does not affect declared profits. Introducing depreciation of property would provide a clearer picture of profitability, and hotel companies should follow the lead taken recently by supermarket operators. Guidelines also need to be introduced on hotel valuations. These should reflect the market value of hotels, rather than just the expectation of future earnings, as has been proposed by some hotel owners.

Whatever the outcome of the current

UK hotel companies

Hotels index relative to the FTSE-100 share index



Source: FT CompuLink

\*Savoy, Ladbroke, Fortis, Shute

reviews, the hotel companies have every interest in promoting change. They have underperformed the market by close to 50 per cent during the 1990s, partly reflecting scepticism over their accounts. Lowering their declared earnings would not hurt share prices, if the quality of earnings can be shown to have improved.

## Export advance helps Watts Blake

By Geoff Dyer

A 21 per cent rise in exports from its UK business helped Watts Blake Beane & Co, the world's largest supplier of ball clay, increase 1994 pre-tax profits by 26 per cent.

The improvement in profits from £7.7m to £9.88m was struck on turnover 13 per cent higher at £96.3m (£76.3m).

The results were flattered by the £912,000 exceptional cost incurred last time defending a hostile bid from Sibelco, the privately owned Belgian company which still owns a 47.7 per cent stake. Last year's profits were also restated downwards by £235,000 to take account of "serious accounting errors" at United Clays, the US subsidiary.

Profits this time included a small contribution from Martin & Pagenstecher Rohstoffwerke in Germany, the ball clay mining business which was bought from Thyssen, the German steel group, for £11m in October.

Mr John Pike, managing director, said Devon Clays had increased profits by £3m on turnover 19 per cent higher at £42.1m. Sales to Spain and Italy were ahead, helped by the depreciation of sterling, and sales to the Middle East and Asia Pacific were also higher. The strength of the D-Mark



John Pike: Devon Clays increased profits by £2m

resulted in a £400,000 reduction in profits at Fuchs-Ton, the German division. Some 30 per cent of its sales are to Italy and were affected by the weakness of the Italian lira and competition from Ukrainian and French imports.

United Clays also saw profits fall by about £400,000, after the division took a provision against bad debts from Mexico, which accounts for one-third of its sales, following devaluation of the Mexican peso.

Earnings per share were 4 pence higher at 27.9p (22.4p). The shares closed 18p up on 495p.

## WMI faces Swedish taxation liability

By Motoko Rich

The Swedish tax authority has claimed that Waste Management International, the UK-quoted arm of WMI Technologies of the US, owes SEK417m (about £36m) in income tax liability, penalties and interest.

The tax authority said the company incurred the liability in 1990 on a dividend payment made following the company's acquisition of Selbergs, its principal Swedish operating subsidiary, in 1989.

Shares in WMI fell 15p to 251p on the news but recovered

to close at 257p.

The company denied it owed the tax as it had filed all appropriate returns and made disclosures where necessary. It said it had been advised by counsel that it had "meritorious defences". It will appeal the assessment.

It is believed the Swedish subsidiary, one of WMI's five largest operations, contributes about £100m in turnover. WMI made pre-tax profits of £155.2m in 1994 on turnover of £1.12bn. Analysts said the company would have to make a provision in its 1995 accounts.

## Swallowfield 57% ahead at £2.56m

Despite a further loss at its Parbel subsidiary in Belgium, Swallowfield, the aerosols, toiletries and cosmetics group, returned to 1990 profit levels with pre-tax figures for 1994 up 57 per cent from £1.63m to £2.56m (£4.1m).

Turnover rose £6.3m to £34.9m.

Action, including management changes in the last quarter, has been taken at Parbel with the intention of reducing losses this year and returning to profit in 1996.

## IBC goes Dutch with £2.4m deal

International Business Communications (Holdings) has bought Euromanagement Holding, a Netherlands-based organiser of international seminars, for up to £2.4m.

An initial consideration of £1.4m (£600,000) is payable on completion with further amounts related to profits for 1995 and 1996. Euromanagement made pre-tax profits of £1481,000 in 1994 and net assets being acquired amount to £1392,000.

## Building societies explain merger plans to members

By Alison Smith

Booklets going to all the 10m members of the Halifax and Leeds, the UK's largest and fifth largest building societies, about the proposed merger explain the plans for all the Halifax "Extra" savings accounts to be re-branded as four types of "gold" accounts - as they are called at Leeds.

The 40-plus page statement, being sent out over the next

two weeks, gives details of the merger arrangements.

It also explains how free shares will be distributed if members approve the plans for the societies to combine and then to become a bank.

A further detailed statement must be sent to members before a separate vote on the decision to convert.

In contrast to the document sent by Cheltenham & Gloucester Building Society to

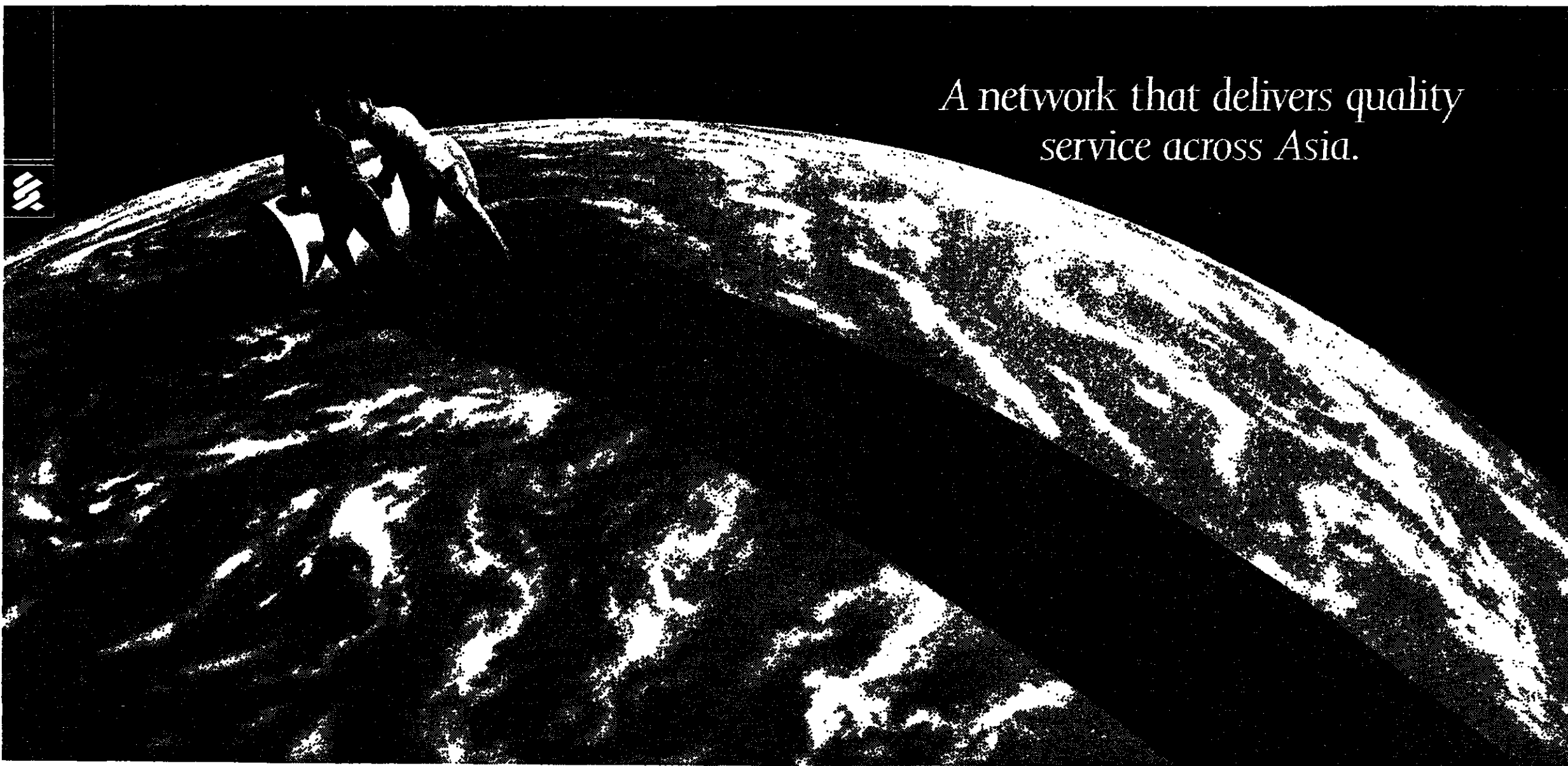
its 1.2m members about the £1.8bn cash offer from Lloyds Bank, neither the Halifax nor Leeds statement offers an extensive analysis of why the strategic plans are the best way forward.

They do not address the possibility of other options or mergers, but simply refer to the two Yorkshire-based organisations as being natural merger partners with a focus on customer needs.

## RESULTS

		Turnover (£m)	Pre-tax profit (£m)	EPS (p)	Current payment (p)	Date of payment	Dividends corresponding dividend	Total for year	Total last year
Bostrom	Yr to Dec 31	65	(50)	4.09	(2.03)	18	(11.4)	3.5	6
Brammer	Yr to Dec 31	182.1	(140.8)	14.1	(8.28)	21	(13.3)	8.5	13.25
Chaff Resources	Yr to Dec 31	27.9	(18)	0.416	(0.218)	1.61	(11)	0.17	0.17
Caters	Yr to Dec 31	40.4	(32.6)	0.755	(0.544)	1.03	(9.9)	0.14	0.14
Dickie (Leases)	6 mths to Feb 28	14	(10.6)	0.891	(0.622)	0.95	(6.91)	2	3.5
Edgemoor	Yr to Dec 31	35.17	(32.57)	4.42	(20.6)	1.78	(15.7)	-	-
Euromark	Yr to Dec 31	15.3	(13.3)	0.724	(1.92)	0.68	(8.88)	0.715	-
Kingspan	Yr to Dec 31	70.1	(61.2)	4.72	(3.05)	14.6	(6.7)	1.5	2.5
Knights (Africa)	14 mths to Dec 31	92.9	(80.7)	10.7	(1.17)	10.2	(0.7)	4	7
Ordnance	Yr to Dec 31	322.9	(252.5)	3.91	(3.04)	10.5	(5.5)	3.25	5.5
Rap	Yr to Dec 31	22	(19.3)	1.75	(1.22)	12.9	(6.8)	0.26	-
Schall	Yr to Dec 31	188.6	(171.9)	2.8	(16.7)	4	(12.7)	3.8	6.4
Swallowfield	Yr to Dec 31	34.9	(28.8)	2.56	(1.63)	13.3	(3.6)	3.5	3.2
Wardle Storeys	Yr to Jan 28	75	(62)	9.02	(7.06)	6.23	(4.97)	2.97	3.3
Watts Blake Beane	6 mths to Feb 28	44.2	(35.2)	3.44	(3.1)	9.1	(6.3)	5	17.25
Water Hall	Yr to Dec 31	11.4	(16.3)	2.88	(23.14)	0.9	(6.5)	-	-
Watts Blake Beane	Yr to Dec 31	85.3	(76.3)	5.88	(7.74)	27.9	(22.4)	9.8	13.5
								8.5	12

Dividends shown net. Figures in brackets are for corresponding period. \*After exceptional charge. \*After exceptional credit. †On increased capital. \*Comparatives restated. \$USM stock. \*Fitch currency. \*On continuing operations.



A network that delivers quality service across Asia.

For two years in succession, Standard Chartered has been voted Best Bank in Asia in the Euromoney Awards.

This double achievement reflects not only the quality of service we deliver, but also the extent of our network in the region - more than 250 offices in 18 countries, many established for over 100 years.



In established areas of strength, such as treasury, trade finance and corporate and investment banking, we continue to develop new capabilities and pioneer new opportunities.

For example, in China, where our involvement goes back over 135 years, we now have more offices than any other foreign bank. As a result, we are ideally placed to make financial connections between China, the rest of

Asia and indeed the world - in areas from trade finance, to correspondent banking, to the raising of new equity investment.

And now our network also extends into the developing economies of Vietnam and Cambodia, helping you to create new connections and find new opportunities for trade.

In a region where competition is fierce and corporate customers are demanding, it is not enough merely to

operate an international network. It is a question of international networking - actively co-ordinating offices and services to provide real benefits in responsiveness, innovation and efficiency.

Having been voted Best Bank in Asia, Standard Chartered can fairly claim to deliver.

**Standard Chartered**

INTERNATIONAL NETWORKING







And you're ready to show the world a bold leap into the future that will land on solid ground.

Bombay	Chicago	Frankfurt	Hong Kong	London	Los Angeles	Luxembourg	Madrid	Melbourne	Milan	Moscow	New York	Paris	San Francisco	Seoul	Shanghai	Singapore	Taipei	Tokyo	Toronto	Zurich
--------	---------	-----------	-----------	--------	-------------	------------	--------	-----------	-------	--------	----------	-------	---------------	-------	----------	-----------	--------	-------	---------	--------







FINANCIAL TIMES SURVEY

# INVESTING IN PAKISTAN

Friday April 7 1995

Lower growth target  
may not be met  
□ Page 11

Why privatisation is  
not doing so well  
□ Page 14

## Shadow of unrest shakes confidence

Despite its potential for growth, Pakistan is racked by instability, write Farhan Bokhari and Graham Bowley. Can Ms Bhutto woo foreign investors?



Karachi's business district: unrest in the city is likely to deter investors

Pakistan is a country with two faces. It is a land of exciting opportunity, rich in skilled labour and untapped resources, with a vast population and the potential for rapid growth. Yet at the same time it is racked by corruption, political instability and murderous violence. The foreign investor, hoping to participate in this still young and growing country, needs to come to terms with the two conflicting images it presents to the outside world.

Certainly, Ms Benazir Bhutto, the Pakistani prime minister, who is visiting the US this week, has much with which to impress the potential investors and the US government officials she will meet there. Pakistan, located on an important crossroads between the Gulf states and the growing economies of south-east Asia, is also well situated to take advantage of the opening up of the vast former Soviet states in central Asia to the west. Its southern coastline along the Arabian sea provides the shortest route from the sea to central Asia.

Moreover, the country's four-year-old economic reforms have brought about important changes, freeing an economy that was once paralysed by bureaucracy and allowing foreign and domestic businesses to establish new projects with little official intervention. The relaxation of foreign exchange controls has enabled banks and private foreign exchange dealers to provide business with ready access to foreign currency, a situation which contrasts favourably with the tight restrictions enforced until early 1991.

The prime minister therefore has some justification when she says: "There are tremendous opportunities here. The Pakistan government is geared up to facilitating investment in a way that has few parallels in the south Asian region of countries."

But such optimism is immediately overshadowed by the country's equally depressing problems, primarily internal, which only serve to harm Pakistan's image.

Perhaps the greatest shadow is cast by the unrest in Karachi, Pakistan's largest city with a population of over 12m people, where almost 1,300 people have been killed since the beginning of last year. The shooting of two US consulate workers in Karachi last month brought Pakistan's internal troubles to worldwide attention. The subsequent decision by the US government to order the children of consulate workers in Karachi to leave the city has caused further unease over personal security.

Suddenly, Karachi, Pakistan's commercial capital, has assumed a reputation of being southern Asia's most violent city. It is perhaps the biggest disincentive for any potential investor now considering coming to Pakistan. Businessmen remain worried over their future and many expatriates who were planning to visit the city to consider investment plans have been advised to delay.

But the plight of Karachi also reflects some of the troubles the government faces across the country. The city is home to one of Pakistan's largest urban slum populations and a growing number of

unemployed youths, who are susceptible to the influence of criminal gangs. Pakistan's decade-long backing for the Afghan jihad (holy war) in the 1980s has left the country awash with guns and drugs. In Karachi, a proliferation of both has only added more incentives for crime.

The city's troubles are also partly the result of a bitter feud between two factions of the Mohajir Qaumi Movement, or MQM, Karachi's biggest political party, which represents the interests of Karachi's large immigrant population which fled from India following partition. The MQM's two factions have increasingly targeted rival gang members in an effort to gain full control of the city.

The government's failure to restore the rule of law to Karachi is leading to increasing disillusion among the country's business leaders with the Bhutto administration. Justifiably impatient for action, they accuse the government of having a lack of direction in its policies.

Disaffection is slowly growing into open confrontation, with bitter recriminations between business leaders and the government after last month's national strike by business, which brought Karachi and parts of Lahore to a standstill. The government responded to the protest by sacking the head of the country's business federation.

Yet its lack of success in resolving Karachi's problems is in part a consequence of the difficulties in achieving a bipartisan consensus, even on important national issues. Con-



Benazir Bhutto: has ended tensions with the US

Anthony Adomani

tinued bickering between the ruling Pakistan People's Party, the PPP, and opposition leader Mr Nawaz Sharif of the Muslim League, has poisoned Pakistani politics for six years, making decisive action difficult.

Part of the country's problems are also economic. Although the task of providing for the basic needs of the country's population of 128m must be a long-term goal, the government will this year miss even its short-term targets. The failure of the country's cotton crop, still the main driving force behind the economy, because of disease and drought, means that growth could fall below 5 per cent when the fiscal year ends in June.

Inflation, running at an annual rate of about 15 per cent according to official figures but closer to 30 per cent on unofficial estimates, is already having a harmful effect on ordinary Pakistanis. There has been a sharp increase in the price of foodstuffs.

In the middle of a three-year-

long IMF structural adjustment programme, Pakistani policymakers also face a chronic shortfall in tax revenue. This is due in part to the slowdown in growth but also to a fall in import tariff revenue, widespread tax evasion and the difficulties of taxing the country's huge black economy. The government's budget deficit, which was expected to fall to 4 per cent of gross domestic product this year, is now likely to come in at 5.5 per cent.

Both the unrest in Karachi and the fall-out from the financial crisis in Mexico, which has soured investor sentiment towards most of the world's so-called emerging markets, has shaken international investor confidence in Pakistan. The international bond market is probably now too expensive for the Pakistan government and Pakistan companies to turn to for their borrowing needs, at least in the immediate future, despite the reasonably enthusiastic reception given to Pakistan's debut eurobond launched at the end of last year.

Although conditions in the international loans market had begun to improve over the last 18 months, with western banks increasingly willing to lend to Pakistan at lower prices and at lengthening maturities, conditions are now unlikely to improve much further in the wake of the Mexican crisis. Pakistan may have to continue to rely on short-term loans.

But perhaps Pakistan's biggest economic handicap is its small, wealthy ruling elite, whose continued refusal to share the fruits of development and growth with the mass of ordinary Pakistani people looks set to keep many disaffected groups on the margins of society. As a result, the country's economic progress could remain on fragile foundations.

To Ms Bhutto's credit, she has done much to turn round the image of the PPP, which had strongly socialist leanings when her father, Zulfikar Ali Bhutto, ruled as prime minister during the 1970s. Today, the PPP is committed to encouraging private enterprise and a market economy and has done much to assure businessmen that their investments are safe.

During her first year in office, Ms Bhutto implemented an aggressive new power policy, designed to offer extra incentives to attract private investors. Commitments worth up to US\$16bn have been signed by foreign businesses, although few have yet to be put into practice. One commitment - that by Mr Gordon Wu, a Hong Kong-based businessman - to build a \$5.5bn coal-fired power generating plant near Karachi has run into trouble over a dispute with the government on the use of imported coal and the plant's location. However, Pakistani officials say that they hope to resolve the troubles.

Ms Bhutto's government is also keen to press ahead with the privatisation of state enterprises such as the national telephone, power generation and gas companies.

Western companies' enthusiastic response to the government's invitation to invest

Continued on next page

## Commitment to Pakistan

**Pakistan Telecommunication Company Limited**  
(Incorporated in Pakistan)

Placing of 5,000,000 Vouchers exchangeable for Shares of Pakistan Telecommunication Company Limited by Government of Pakistan, acting through the Privatisation Commission

Issue Price: US\$179.52 per Voucher  
raising US\$898,100,000

Global Coordinators: Jardine Fleming  
Lead Manager: BMA Capital Management Limited

April, 1994

**FFC**  
**FFC-Jordan Fertilizer Company Limited**  
(Incorporated in the Hashemite Kingdom of Jordan)

US\$20,000,000

Private Placing of 61,000,000 Ordinary Shares of Jafco each

Sub-placers: Jardine Fleming  
Special Advisor: Pakistan Kuwait Investment Company (Pvt) Ltd

April, 1994

**FFC**  
**Fauji Fertilizer Company Limited**  
(Incorporated in the Islamic Republic of Pakistan)

US\$15,000,000

Secondary Placing of 13,500,000 Ordinary Shares

Arranged and placed by: Robert Fleming & Co. Limited, Jardine Fleming

December, 1994

**1994 Team Leader**  
**The No.1 Lead Manager in Pakistan International Issues**

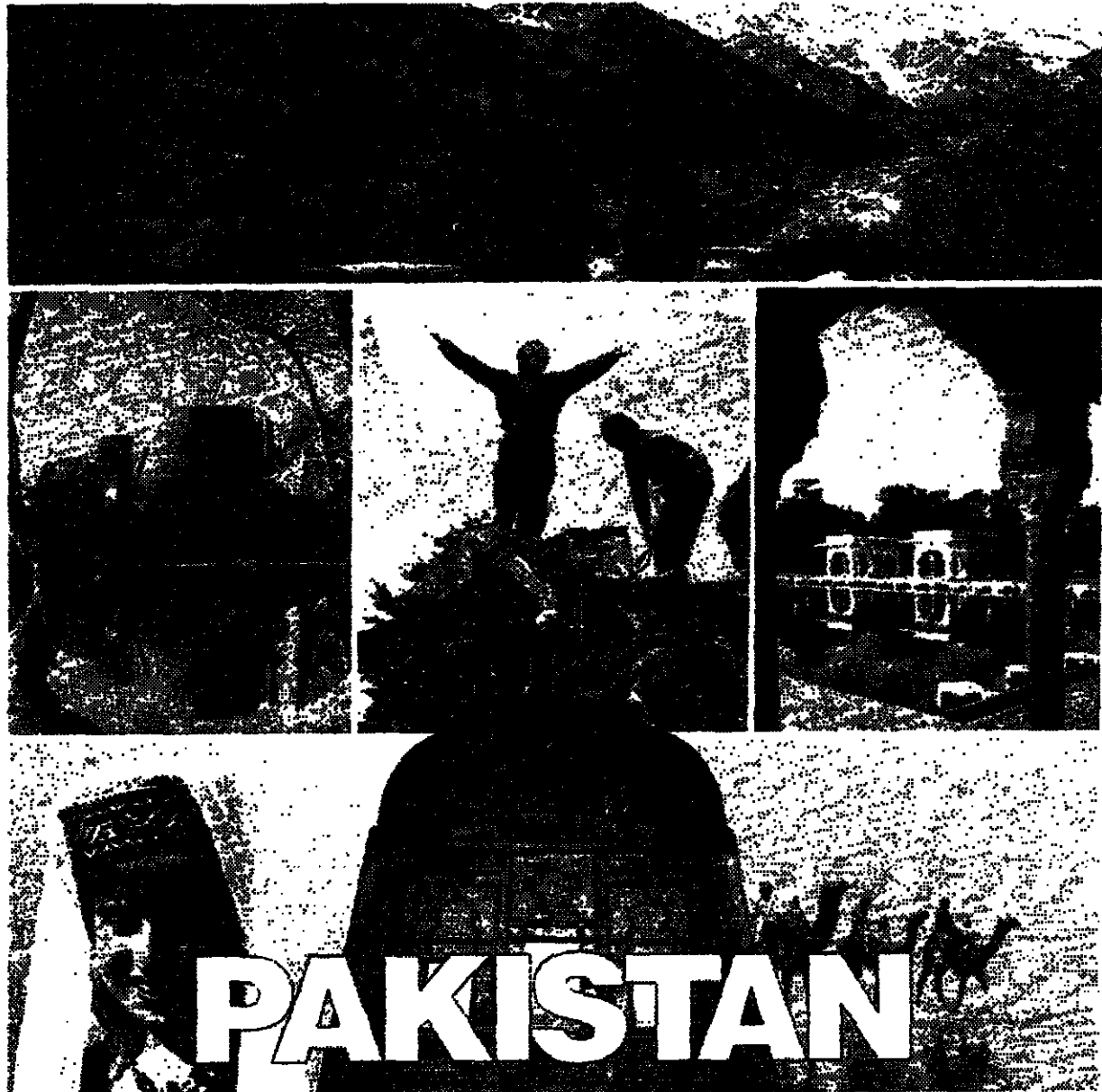


Jardine Fleming Securities Limited  
Matthew Lechtzier, Capital Markets  
Vincent Chui, Broking  
Tel: (852) 2843-8888  
Fax: (852) 2845-0468

Jardine Fleming Pakistan (Pvt) Limited  
John Style, Managing Director  
Ali Sameer, Investment Banking  
Tel: (92-21) 585-2849  
Fax: (92-321) 326-354

These announcements appear as a matter of record only.  
Approved by Robert Fleming & Co. Ltd., a member of the SPA.

## May We Suggest



## PAKISTAN

### As Your Next Destination?

A land where past and present blends into a harmonious culture, where people with a proud heritage welcome you with a smile, adding a special something to your holiday.

PIA is privileged to be the one airline which brings these unrivalled holiday destinations to you. Hospitality and grace, which is the very essence of our nation, is represented by our well trained and experienced staff. So, at any time of the year, PIA invites you to add Pakistan to your itinerary.



**PIA**  
Pakistan International  
Great people to fly with



## INVESTING IN PAKISTAN II

Political wrangling mars democratic progress, writes Farhan Bokhari

## Instability still a fact of life

Ms Benazir Bhutto, the Pakistani prime minister, takes pride in the progress the country has made towards democracy, yet the bitter political wranglings between government and opposition parties that typify Pakistani politics provide little comfort to many outside observers.

Since the death seven years ago of the military dictator General Zia ul-Haq, the country has seen seven civilian governments, a track record which indicates political instability.

That instability remains a fact of life, even today. In Islamabad, the country's capital, there is currently much talk among opposition politicians of behind-the-scenes intrigues to stage a "vote of no confidence" against Ms Bhutto. This is despite the apparent support afforded to her government by the two other power bases in Pakistani political life — the army and the president.

Nevertheless, Ms Bhutto remains confident that her coalition government is strong enough to withstand any pressures, and indeed points to

the fact that those pressures exist as a positive sign. "In all democracies, when the press and the opposition can freely criticise, they say all sorts of things and feel safe in saying them. I think that's a sign of a healthy political atmosphere," she says.

Despite that confidence, the prime minister faces a series of challenges on the political front.

In Islamabad, Ms Bhutto's Pakistan People's Party, the PPP, rules in coalition with a smaller political faction led by Mr Hamid Nasir Chattha, who broke ranks from Mr Nawaz Sharif's opposition Muslim League party more than two years ago.

The same coalition rules in the province of Punjab, the largest of Pakistan's four provinces, and therefore politically the most important one.

In Sindh, the second largest province which is also the

Bhuttos' home base, the PPP rules with a clear majority. However, in Karachi, the provincial capital of 12m people and Pakistan's only port, it faces the difficult task of curbing recent lawlessness.

The frequent killings in the city during the past year have, to a large extent, been caused by a split in the Mohajir Qaumi Movement, or the MQM, Karachi's largest political party. The resulting infighting between the two opposing factions has led to much bloodshed and caused many local businessmen to worry over the future of their businesses.

The city's troubles have recently been at the centre of a strike called by Pakistan's largest business federation, the Federation of Pakistan's Chambers of Commerce and Industry in protest at the violence. Ms Bhutto has offered to

share power with the MQM if the party can bring peace to Karachi for six months, but it is far from clear if that initiative will end the trouble.

Beyond such immediate challenges, some critics accuse both Ms Bhutto and Mr Sharif for failing to agree on the necessary changes in the country's political framework that would be of mutual benefit to both. Ms Bhutto herself has been the victim of "horse-trading" — a term used by Pakistani politicians to describe the quick change of loyalties by MPs — when her government fell from power in 1993.

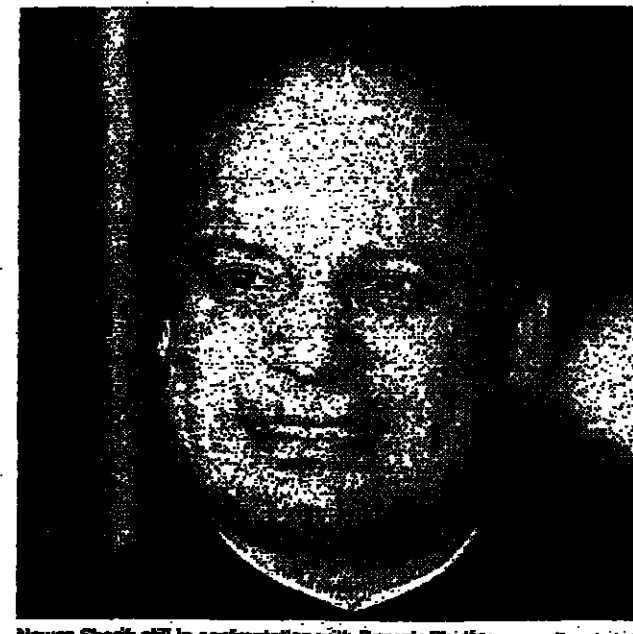
Three years later, Mr Sharif, the opposition leader, suffered a similar fate when some of his MPs defected to the PPP. Last year, Mr Sharif accused Ms Bhutto of inducing the downfall of the Muslim League-dominated provincial government in the North West Frontier Province. The

opposition claimed that the government had paid money to buy the loyalty of some opposition MPs who then defected to the PPP.

In spite of these incidents, both leaders have failed to agree on new terms of conduct which would force MPs to seek re-election before changing parties, so that a government would be less likely to suffer party defections before the end of its term of power.

A consequence of this failure is that an agreement on such controversial issues as Pakistan's blasphemy laws remains only a remote possibility.

During the past few months, international human rights groups have increasingly taken note of the conditions of Pakistan's religious minorities after two Christians were sentenced to death by a lower court on a blasphemy charge. The two men were acquitted



Nawaz Sharif still in confrontation with Benazir Bhutto. Tony Anderson

the lower and upper houses of parliament in Islamabad.

Over the past four years, Pakistan has made intense efforts to open up its economy, but some critics argue that the continued government-opposition confrontation only serves to harm investor confidence.

One leading Pakistani businessman says: "The politicians are setting traditions that the two sides must forcefully fight each other from day one. This is acceptable only when investors are completely convinced that the fighting will not harm business prospects."

Nevertheless, Ms Bhutto is defiant that such confrontation will not cause harm to the country. She says of the government and its opposition: "On the basic economic and foreign policy issues, I think we agree and on the rest of the matters we disagree."

The prime minister cites policies of economic reform, privatisation, nuclear non-proliferation and relations with arch-rival India as among the areas on which there is no dispute.

Economic progress continues to be disappointing, writes Graham Bowley

## Lower growth target may not be met

Suffering from a third successive failure of its cotton crop, dogged by high inflation and a deteriorating budget deficit, and overshadowed by political unrest and violence, the Pakistan economy continues to disappoint.

While the present government, under Ms Benazir Bhutto, the Pakistan prime minister, has worked hard to lay the foundations of economic stability within a country that undoubtedly offers huge potential, its ambitious economic programme now risks being blown off course.

The government has continued the tough curbs on public spending, bank lending and foreign exchange outflows begun by Ms Bhutto's predecessor, Mr Moen Qureshi. It has proceeded with wide-spread privatisation and has succeeded in attracting significant foreign investment, principally to power generation, by offering extra incentives. And it has further liberalised an economy that was already one of the most open in the developing world.

But already the government has revised downwards its growth target for this year from 6.9 to 5.3 per cent on the back of the disease and drought which has hit cotton production. Even this may prove too optimistic. Cotton determines the commercial health not just of cotton farming but also of textiles, Pakistan's largest industry and the biggest contributor to its export earnings.

Economists estimate that every 1.5m bales of cotton lost reduces gross domestic product by 1 per cent. With the government now forecasting 8m bales this year, down from the expected 9.5m, some economists are looking for growth closer to 5 per cent, though this is an improvement on last year's 3.96 per cent.

Inflation still refuses to be brought under control. Running at an annual rate of around 15 per cent, it is more than double the government's 7 per cent target. Some economists suspect it could be even higher than this.

It has risen due to an increase in food prices caused by poor chilli and wheat harvests, as well as the poor cotton crop. The price of edible oils has doubled over the last year. Higher support prices for farmers, increased energy, gas and water costs, and the devaluation of the rupee in 1993 have added further to upward price pressures.

Monetary expansion has also been fuelling inflation. Reduced from 20 to 12 per cent, it has since risen back above government targets to around 16 per cent, due in part to the growth in foreign reserves.

"While we have been borrowing less and less and while the exchange rate has been maintained at a reasonable level, the big disappointment has been inflation," says Mr Shahid Hasan Khan, an economic adviser to the prime minister.



Maiden jolabi (sweets) at an industrial estate near Swat. Farhan Bokhari

Pakistan's budget deficit, which fell from 8 per cent of GDP in 1993 to 5.8 per cent last year and was set to fall to the target level of 4 per cent this year, now looks set to come in at around 5.5 per cent.

Government spending has surged in recent months — military expenditure, debt service

and running the government's administrative machinery continue to be a drag on the economy. But the principal reason for the deficit overshoot is the decline in tariff revenue. The slowdown in growth has contributed to this, as has the fall in imports, which has meant lower import tariff revenue.

The government has also failed to implement properly a new wealth tax on agriculture, and a general sales tax which has encountered strong resistance from business opposed to its imposition. Tax evasion — particularly in lawless Karachi, which normally generates around 70 per cent of tax revenue — and the illegal smuggling of goods into Pakistan from Afghanistan are also to blame, causing, in the words of Mr Khan, "a haemorrhaging of our tax revenues".

Figures for the first half of the current fiscal year show that only around three-quarters of the planned tax revenue was collected. Pakistani and western economists agree that improved methods of tax collection must be a priority for the government. "One of Pakistan's starkest problems is for it to improve its tax collection," says Mr John Davkie, of IDEA, the London economic forecasting group.

But the greatest shadow on the economy is cast by the epidemic of crime and violence in the southern part of Karachi, Pakistan's largest city and its commercial capital. Karachi's troubles threaten to sour domestic business confidence and deter international investors, already somewhat wary of the developing world's so-called emerging markets following Mexico's financial crash.

The fear must be that many of the foreign companies that have signed memorandums of understanding will, after all, decide against putting money into Pakistan. For although foreign direct investment into the energy sector has increased sharply, outside that sector it remains barely a trickle. And although portfolio investment flows have also increased in recent years, they have tapered off since December in the wake of Mexico and as the unrest in Karachi has worsened. The full ramifications of the bungled flotation of the Pakistan Telecommunications Corporation have also yet to be felt.

Yet foreign investment is crucial if Pakistan is to diversify from the agricultural crops upon which it is currently so dependent and which make it so vulnerable. The sharp fall in the Karachi stock market since the beginning of the year, however, is hardly a sign of foreign investors' confidence in Pakistan as a place to do business.

Ms Bhutto may be committed to economic development and reform, but while her government fails to tackle problems in Karachi and widespread corruption and overpopulation persist in even the highest places, the Pakistan economy will continue to disappoint.

## Unrest shakes confidence

Continued from previous page

directly in the power sector, the privatisation of which will begin this year, is a strong indicator of international business interest in Pakistan. Many foreign businessmen commend Pakistan for its deregulation policies, which have made the process of investing in Pakistan much easier.

"The government under Benazir Bhutto is receiving an enthusiastic response from foreign investors," says Mr Chris Vermont, director, International merchant banking at ANZ Grindlays Bank in London. "The policies of financial and economic liberalisation continued under the present administration are stimulating foreign interest and attracting investors."

Some domestic businessmen echo this optimism. Mr Nisar Memon, president of the Overseas Investors' Chamber of Commerce and Industry in Karachi and country general manager for IBM, admits that Karachi's troubles have had a short-term impact, causing some investors to delay their

visits to the country. However, he says, western interest remains high and in the long term it will be "business as usual".

"There are some delays but the course has not changed at all," he says. "Pakistan is on the right track and the government's policies are conducive to investment in the country."

Others, however, are more cautious, pointing to the disappointing economic growth record, high and rising inflation and the deteriorating budget deficit. A lot depends on whether Ms Bhutto's foreign policy — especially her trip to the US — succeeds. She is intent on meeting Pakistan's relationship with the US, which has suffered in recent years after the withdrawal of US aid primarily due to concern over Pakistan's nuclear programme. Pakistan has refused to open up its nuclear facilities for international inspection unless its arch-rival, India, does the same. Without allowing such inspection, there is little chance that US sanctions on Pakistan will be lifted.


However, Ms Bhutto has suc-

ceeded in ending the tensions which were triggered two years ago, when Washington placed Pakistan on a watch-list of countries supporting terrorism.

But troubled relations with India and continuing warfare among the Mujahideen factions in Afghanistan are other difficult issues. Almost one-third of Pakistan's annual budget goes towards maintaining a large army and substantial cuts in the defence expenditure are a remote possibility unless the Kashmir dispute, which has triggered three bitter wars between India and Pakistan, is first resolved.






In Afghanistan, fighting between different Mujahideen factions continues to undermine not only the chances of peace but also Pakistan's dream of developing land routes through that country to gain access to central Asia.

Pakistan's image as an attractive country in which to invest has improved greatly with its recent reforms. But they are only an important beginning and many political and economic hurdles have still to be overcome.



**Pakistan**


- \* A modern democratic state, having a renowned historical and cultural entity, a land of great economic opportunities;
- \* endowed with abundant resources in men and material; \* possessing adequate infrastructure;
- \* inspired by zest for progress by the popular regime, under the dynamic and enlightened leadership of Prime Minister Benazir Bhutto
- \* offers generous facilities to foreign investors, for extensive business and development enterprises.


**National Bank of Pakistan**

maintaining a wide network of internal and international branches has, for decades, played an active and efficient role in promoting international trade relations and initiating fruitful contacts.

Branches in U.S.A. New York 100 Wall Street, P.O. Box 500 New York, N.Y. 10005 Phone: 1-212-344-8822-8833 Fax: 1-212-344-8829 Telex: 232455 PAKSUS & 62652 NATPAK  
United Nations Plaza Fax: 1-212-758-8901 Washington D.C. Fax: 1-202-867-2515  
Chicago Fax: 1-312-762-0882



**National Bank of Pakistan**  
Serves the Nation



## AMHURST BROWN COLOMBOTTI

Solicitors

2 Duke Street, St. James's  
London SW1Y 6BJ

Tel: 0171 930 2366 Fax: 0171 930 2250

Provide a full range of legal services in Pakistan  
from our Pakistan office at:-3 Shalimar Street  
26 Islamabad

Tel: (010 925 1) 222 410 Fax: (010 925 1) 222 422

ENTRÉE  
TO PAKISTANModern Pakistan offers major opportunities to  
Western investors, manufacturers and service  
providers across many industry sectors.

"Pakistan Projects and Trade Consultants" have  
impeccable contacts at  
the highest political,  
financial and commercial  
levels throughout  
the country. Our spe-  
cialist experience and local influence is available for  
developing existing business or to help open the door  
for new projects.

For inside information on realising the  
potential represented by Pakistan now, contact:  
David Barkov or Shaheryar Khan on 0171 405 5444.

Pakistan Projects and Trade Consultants  
80 High Holborn London WC1V 6LS

MANUFACTURERS AND EXPORTERS OF  
100% COTTON YARN  
AND  
SPECIALISED TERRY TOWELS AND BATHROBESFEROZE TEXTILE  
MILLS (PVT) LTD  
A NAME TO BE TRUSTED IN QUALITY2/13 REHAN BUILDING, ISLAMI CHOWK  
MARRIOT ROAD, KARACHI 74000, PAKISTAN  
PHONE: 2410671 FAX: 2414444 TLX: 21444 FEROZ PK

For further information on this survey, please contact:

David Roudstone  
Tel: 0171 873 3238  
Fax: 0171 873 3595Kato Zlatoski  
Tel: 0171 873 4816  
Tel: 0171 873 3595

FT Surveys

150 مالا مال

## INVESTING IN PAKISTAN III

Graham Bowley looks at the effect of changes in attitudes towards the world's emerging markets

## Wary comeback of the western banks

Pakistan's access to foreign capital markets, essential if investment in the country's infrastructure is to continue, has been dealt two serious blows since the turn of the year - by the growing unrest in Karachi and by the fall-out from Mexico's financial crisis.

The troubles in Mexico, which have soured investor sentiment towards the world's so-called emerging markets generally, came at an unfortunate time for Pakistan.

Just a few days before the initial devaluation of the Mexican peso in December, Pakistan made its debut on the international bond market, after securing its first investment grade ratings on its debt from US credit rating agencies.

Priced at a yield premium of 385 basis points over US treasury bills, the modest \$150m five-year bond offering was soon caught up in the emerging markets sell-off and the yield premium rose to more than 600 basis points over US treasury bills.

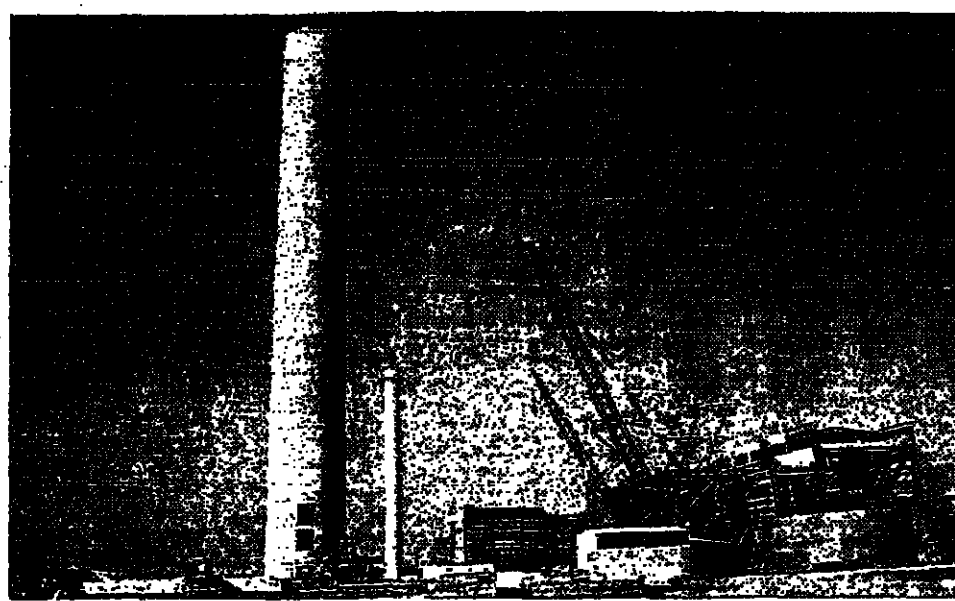
The rising tide of violence in Karachi, the country's commercial capital, has taken over where Mexico left off, continuing to unsettle foreign investors. The yield premium required by investors if they

are to put their money into Pakistan is now so high that the bond market is probably too expensive for the government and for some of the country's large corporate borrowers, which may have hoped in time to turn to the bond market for their borrowing needs.

The international loans market, on the other hand, remains healthy. While many bond-financed projects in developing countries have been dropped following the Mexican crisis, western commercial banks remain keen to lend, and on increasingly attractive terms. This is true in Pakistan, where pricing on loans has dropped and maturities have lengthened. Whereas until recently western banks were unwilling to lend money to Pakistan, concerns for longer than one year, one recent deal - a \$100m syndicated loan for Pakistan State Oil arranged by Citibank - has pushed maturities up to 18 months, and at an attractive price of 105 basis points over the London Interbank offered rate, the benchmark interest rate for such loans.

"Except for very short-term trade-related deals, western banks have been absent from Pakistan since 1988, due to considerable concern over political instability and Islamic banking practices [which prohibits the charging of interest on loans]," says Mr Rollo Fremdergast at ANZ Grindlays Bank, in London. "But over the last year and a half western commercial banks have been returning."

The banks have been attracted back by the continued liberalisation of the economy, deregulation of the financial system and the government's encouragement of the private sector, policies which have been received enthusiastically by western investors.



The Karachi Hub River power plant

However, many western bankers think that further repercussions of the Mexican crisis have still to be felt with the consequence that loan maturities and pricing are unlikely to improve much further. "Although loan conditions have improved slightly, Pakistan will have to continue to rely on very short-dated debt," says one emerging market specialist at a leading US bank in London.

Furthermore, western creditors remain wary of taking on exposure to Pakistan risk on their own and will continue to require guarantees from international bodies such as the World Bank, the International Finance Corporation, the Asian Development Bank and the Japanese Exim Bank, all of which are active in Pakistan, taking the brunt of the country

risk for foreign investors in several projects. Yet this comes at a time when the World Bank - which provided a large portion of the funding for the recent \$1.6bn Hub River power generating project, for example - is looking to reduce its own exposure and says it will be participating to a lesser extent in future projects.

One leading western economist in Islamabad says: "There were high expectations that the Bank would provide more for the energy sector. But these expectations were excessive in terms of the investment and level of guarantee. The Hub was unique - it was the first and the idea was to show that it could be done."

The bond market is probably too expensive for the government

risk for foreign investors in several projects.

Yet this comes at a time when the World Bank - which provided a large portion of the funding for the recent \$1.6bn Hub River power generating project, for example - is looking to reduce its own exposure and says it will be participating to a lesser extent in future projects.

One leading western economist in Islamabad says: "There were high expectations that the Bank would provide more for the energy sector. But these expectations were excessive in terms of the investment and level of guarantee. The Hub was unique - it was the first and the idea was to show that it could be done."

Following the violent unrest in Karachi, however, the stock market has dropped like a stone - down 20 per cent so far this year. How long foreign investors' enthusiasm will continue as Karachi's troubles rumble on remains to be seen.

Mr Tariq Gilani, head of investment banking at ANZ Grindlays in Karachi, points to the number of international brokers that have opened offices in Karachi in recent years.

A seat on the Karachi stock exchange, which cost \$100,000 three years ago, now costs \$1m. "The development of the stock market here has been so strong that projects here are being financed through 100 per cent equity," he says.

Following the violent unrest in Karachi, however, the stock market has dropped like a stone - down 20 per cent so far this year. How long foreign investors' enthusiasm will continue as Karachi's troubles rumble on remains to be seen.

Mr Tariq Gilani, head of investment banking at ANZ Grindlays in Karachi, points to the number of international brokers that have opened offices in Karachi in recent years.

A seat on the Karachi stock exchange, which cost \$100,000 three years ago, now costs \$1m. "The development of the stock market here has been so strong that projects here are being financed through 100 per cent equity," he says.

Following the violent unrest in Karachi, however, the stock market has dropped like a stone - down 20 per cent so far this year. How long foreign investors' enthusiasm will continue as Karachi's troubles rumble on remains to be seen.

Mr Tariq Gilani, head of investment banking at ANZ Grindlays in Karachi, points to the number of international brokers that have opened offices in Karachi in recent years.

A seat on the Karachi stock exchange, which cost \$100,000 three years ago, now costs \$1m. "The development of the stock market here has been so strong that projects here are being financed through 100 per cent equity," he says.

Following the violent unrest in Karachi, however, the stock market has dropped like a stone - down 20 per cent so far this year. How long foreign investors' enthusiasm will continue as Karachi's troubles rumble on remains to be seen.

Mr Tariq Gilani, head of investment banking at ANZ Grindlays in Karachi, points to the number of international brokers that have opened offices in Karachi in recent years.

A seat on the Karachi stock exchange, which cost \$100,000 three years ago, now costs \$1m. "The development of the stock market here has been so strong that projects here are being financed through 100 per cent equity," he says.

Following the violent unrest in Karachi, however, the stock market has dropped like a stone - down 20 per cent so far this year. How long foreign investors' enthusiasm will continue as Karachi's troubles rumble on remains to be seen.

Mr Tariq Gilani, head of investment banking at ANZ Grindlays in Karachi, points to the number of international brokers that have opened offices in Karachi in recent years.

A seat on the Karachi stock exchange, which cost \$100,000 three years ago, now costs \$1m. "The development of the stock market here has been so strong that projects here are being financed through 100 per cent equity," he says.

Following the violent unrest in Karachi, however, the stock market has dropped like a stone - down 20 per cent so far this year. How long foreign investors' enthusiasm will continue as Karachi's troubles rumble on remains to be seen.

Mr Tariq Gilani, head of investment banking at ANZ Grindlays in Karachi, points to the number of international brokers that have opened offices in Karachi in recent years.

A seat on the Karachi stock exchange, which cost \$100,000 three years ago, now costs \$1m. "The development of the stock market here has been so strong that projects here are being financed through 100 per cent equity," he says.

Following the violent unrest in Karachi, however, the stock market has dropped like a stone - down 20 per cent so far this year. How long foreign investors' enthusiasm will continue as Karachi's troubles rumble on remains to be seen.

Mr Tariq Gilani, head of investment banking at ANZ Grindlays in Karachi, points to the number of international brokers that have opened offices in Karachi in recent years.

A seat on the Karachi stock exchange, which cost \$100,000 three years ago, now costs \$1m. "The development of the stock market here has been so strong that projects here are being financed through 100 per cent equity," he says.

An oil industry risk taker

## Cracker should boost Karachi

Mr Hamid Jaffer takes pride in being a risk taker. His Sharjah-based Crescent Petroleum Company International, or CPCI, of which he is chairman and chief executive, has just begun work on the construction of a \$500m hydrocracker plant in Karachi. The plant, which is the first of its kind in the country, is expected to use sophisticated technology to refine low grade fuels into high value products.

The investment is significant by Pakistani standards. Although it is the largest single project in the petroleum sector by any foreign investor, under normal circumstances it would have attracted much less attention. But at a time when many businessmen live in fear for their lives and business interests because of continuing violence in the city that many regard as Pakistan's corporate capital, the project has acquired a symbolic importance.

Ms Benazir Bhutto, the Pakistani prime minister, answers the critics who blame her for failing to boost Karachi's business confidence by citing the project as an example that investors are still coming.

"Karachi is a strange city. In some parts there is terror but in other parts a lot of investment is taking place," she declares.

Mr Jaffer says: "We work on the fundamentals. There is a need for refined products and the refinery makes economic sense." The hydrocracker plant, with annual production capacity of 1.2m tonnes, will convert residual fuel oils left in waste from refining crude oil when it begins production in three years. Its end products will include motor gasoline, naphtha, kerosene, jet fuel and high speed diesel fuel.

The company estimates that demand from the domestic market will continue to grow in coming years. At present, the Pakistani market requires 7.5m tonnes of distillation fuels annually, of which 5m tonnes is imported. The need for imported fuels is expected to rise to 8m tonnes or roughly 20 per cent next year.

One leading businessman in the city says: "It's much easier to sign a contract and have a ground-breaking ceremony, but projects like the hydrocracker plant can easily be undermined unless the security situation improves." But Mr Jaffer, citing his background in petroleum exploration, says: "We are basically risk takers. We don't shy away from risk."

Mr Jaffer says: "We work on the fundamentals. There is a need for refined products and the refinery makes economic sense." The hydrocracker plant, with annual production capacity of 1.2m tonnes, will convert residual fuel oils left in waste from refining crude oil when it begins production in three years. Its end products will include motor gasoline, naphtha, kerosene, jet fuel and high speed diesel fuel.

The company estimates that demand from the domestic market will continue to grow in coming years. At present, the Pakistani market requires 7.5m tonnes of distillation fuels annually, of which 5m tonnes is imported. The need for imported fuels is expected to rise to 8m tonnes or roughly 20 per cent next year.

One leading businessman in the city says: "It's much easier to sign a contract and have a ground-breaking ceremony, but projects like the hydrocracker plant can easily be undermined unless the security situation improves." But Mr Jaffer, citing his background in petroleum exploration, says: "We are basically risk takers. We don't shy away from risk."

Mr Jaffer says: "We work on the fundamentals. There is a need for refined products and the refinery makes economic sense." The hydrocracker plant, with annual production capacity of 1.2m tonnes, will convert residual fuel oils left in waste from refining crude oil when it begins production in three years. Its end products will include motor gasoline, naphtha, kerosene, jet fuel and high speed diesel fuel.

The company estimates that demand from the domestic market will continue to grow in coming years. At present, the Pakistani market requires 7.5m tonnes of distillation fuels annually, of which 5m tonnes is imported. The need for imported fuels is expected to rise to 8m tonnes or roughly 20 per cent next year.

One leading businessman in the city says: "It's much easier to sign a contract and have a ground-breaking ceremony, but projects like the hydrocracker plant can easily be undermined unless the security situation improves." But Mr Jaffer, citing his background in petroleum exploration, says: "We are basically risk takers. We don't shy away from risk."

Mr Jaffer says: "We work on the fundamentals. There is a need for refined products and the refinery makes economic sense." The hydrocracker plant, with annual production capacity of 1.2m tonnes, will convert residual fuel oils left in waste from refining crude oil when it begins production in three years. Its end products will include motor gasoline, naphtha, kerosene, jet fuel and high speed diesel fuel.

The company estimates that demand from the domestic market will continue to grow in coming years. At present, the Pakistani market requires 7.5m tonnes of distillation fuels annually, of which 5m tonnes is imported. The need for imported fuels is expected to rise to 8m tonnes or roughly 20 per cent next year.

One leading businessman in the city says: "It's much easier to sign a contract and have a ground-breaking ceremony, but projects like the hydrocracker plant can easily be undermined unless the security situation improves." But Mr Jaffer, citing his background in petroleum exploration, says: "We are basically risk takers. We don't shy away from risk."

Mr Jaffer says: "We work on the fundamentals. There is a need for refined products and the refinery makes economic sense." The hydrocracker plant, with annual production capacity of 1.2m tonnes, will convert residual fuel oils left in waste from refining crude oil when it begins production in three years. Its end products will include motor gasoline, naphtha, kerosene, jet fuel and high speed diesel fuel.

The company estimates that demand from the domestic market will continue to grow in coming years. At present, the Pakistani market requires 7.5m tonnes of distillation fuels annually, of which 5m tonnes is imported. The need for imported fuels is expected to rise to 8m tonnes or roughly 20 per cent next year.

One leading businessman in the city says: "It's much easier to sign a contract and have a ground-breaking ceremony, but projects like the hydrocracker plant can easily be undermined unless the security situation improves." But Mr Jaffer, citing his background in petroleum exploration, says: "We are basically risk takers. We don't shy away from risk."

Mr Jaffer says: "We work on the fundamentals. There is a need for refined products and the refinery makes economic sense." The hydrocracker plant, with annual production capacity of 1.2m tonnes, will convert residual fuel oils left in waste from refining crude oil when it begins production in three years. Its end products will include motor gasoline, naphtha, kerosene, jet fuel and high speed diesel fuel.

The company estimates that demand from the domestic market will continue to grow in coming years. At present, the Pakistani market requires 7.5m tonnes of distillation fuels annually, of which 5m tonnes is imported. The need for imported fuels is expected to rise to 8m tonnes or roughly 20 per cent next year.

One leading businessman in the city says: "It's much easier to sign a contract and have a ground-breaking ceremony, but projects like the hydrocracker plant can easily be undermined unless the security situation improves." But Mr Jaffer, citing his background in petroleum exploration, says: "We are basically risk takers. We don't shy away from risk."

Mr Jaffer says: "We work on the fundamentals. There is a need for refined products and the refinery makes economic sense." The hydrocracker plant, with annual production capacity of 1.2m tonnes, will convert residual fuel oils left in waste from refining crude oil when it begins production in three years. Its end products will include motor gasoline, naphtha, kerosene, jet fuel and high speed diesel fuel.

The company estimates that demand from the domestic market will continue to grow in coming years. At present, the Pakistani market requires 7.5m tonnes of distillation fuels annually, of which 5m tonnes is imported. The need for imported fuels is expected to rise to 8m tonnes or roughly 20 per cent next year.

One leading businessman in the city says: "It's much easier to sign a contract and have a ground-breaking ceremony, but projects like the hydrocracker plant can easily be undermined unless the security situation improves." But Mr Jaffer, citing his background in petroleum exploration, says: "We are basically risk takers. We don't shy away from risk."

Mr Jaffer says: "We work on the fundamentals. There is a need for refined products and the refinery makes economic sense." The hydrocracker plant, with annual production capacity of 1.2m tonnes, will convert residual fuel oils left in waste from refining crude oil when it begins production in three years. Its end products will include motor gasoline, naphtha, kerosene, jet fuel and high speed diesel fuel.

The company estimates that demand from the domestic market will continue to grow in coming years. At present, the Pakistani market requires 7.5m tonnes of distillation fuels annually, of which 5m tonnes is imported. The need for imported fuels is expected to rise to 8m tonnes or roughly 20 per cent next year.

One leading businessman in the city says: "It's much easier to sign a contract and have a ground-breaking ceremony, but projects like the hydrocracker plant can easily be undermined unless the security situation improves." But Mr Jaffer, citing his background in petroleum exploration, says: "We are basically risk takers. We don't shy away from risk."



Toyota's car factory in Karachi

National Power, the UK's leading electricity generator, is increasingly operating internationally. We are building a global business through investment in, and operation of, private power generation assets, in selected markets overseas.

We offer the resources and expertise that have enabled us to compete successfully in our competitive home market.

National Power is developing partnerships overseas with customers, suppliers, utilities, governments and plant and fuel specialists. Not only do we invest in new project developments - we also acquire existing power stations where we believe we can add value.

## A WORLD FORCE IN POWER GENERATION

We've already made a powerful start - in the USA, Spain, Portugal and, most recently, Pakistan. We're the largest equity investor in the Hub £1.1 billion oil-fired power station.

In fact, we led the complex financial arrangements on behalf of the consortium.

Hub power station is due to start producing electricity in the summer of 1996. National Power will take responsibility for operating and maintaining the plant.

Electricity will be sold to the Water and Power Development Authority, backed by guarantees from the Government of Pakistan.

Hub is just one of a range of different coal, oil and gas-fired projects in which we are playing a part.

Yet wherever you see our name throughout the world, our approach is the same: we aim to stay 'ahead of current thinking' to become a world leader in power generation.

For more information, please write to: Peter Windsor, Director of International Business, National Power, Windmill Hill Business Park, Whitehill Way, Swindon SN5 6PB or telephone: UK 0793 892 921.



National Power INTERNATIONAL

## Does your bank in Pakistan give you all this?

## Leadership

Euromoney's #1 ranked loan arranger over the last five years for the region.

## Commitment

Pakistan's largest international bank with 14 branches in 6 cities. Leading bankers to multinational companies in Pakistan.

## Innovation

Arranged first cross-border Istisna US\$92m mobilisation finance for Hub River Power Company Limited.

## Excellence

First Grindlays Modaraba is the leading private sector leasing entity in Pakistan.

## ANZ Grindlays Bank does.

## Contact

Jon Norton/Judith Unwin, London 44 (171) 378 2121  
Aziz Majid/Tariq Gilani, Karachi 92 (81) 241 2671



ANZ Grindlays Bank plc is a wholly-owned subsidiary of Australia and New Zealand Banking Group.



## INVESTING IN PAKISTAN IV

Fortune is not smiling on Pakistan's privatisation programme, which has been dogged by tumbling stocks, political woes and the flop of last year's high-profile privatisation sale of Pakistan Telecom.

As a result, equity offerings to institutional investors are expected to be few and far between until investor confidence in the Pakistan stock market recovers. In the meantime, any privatisation offerings are likely to be targeted at strategic investors or sold through small private placements to specialist investors.

"Most investors are very cautious indeed," says Mr Simon Barnasconi, at the equity syndicate desk of ABN Amro in Amsterdam. "Many have lost money on previous issues, and the situation in the capital markets in Pakistan is rather uncertain." While he feels that the Karachi Stock Exchange offers attractive valuations compared with other Asian markets, "now is not the time to come with new issues," he says.

Over the last four years, Pakistan's economic reform process opened the country's stock market to foreigners. Unlike in some neighbouring countries, access to Pakistan's stock market is easy and international investors have complete freedom to buy and sell any share without limit on investments, and can fully repatriate capital and profits.

However, while Pakistan benefited from the 1993 boom in worldwide emerging markets, it also suffered from the sell-off in developing markets after the US Federal Reserve began raising interest rates in February 1994. The Mexican financial crisis in December 1994 triggered a second wave of emerging market selling, sending many markets - including Pakistan's - into oversold territory.

Further weighing on Pakistan's markets has been a wave of violence in Karachi, the country's commercial capital, caused by growing warfare between the city's rival ethnic and religious groups which left over 360 people dead this year alone. The killing on March 8 of two US consulate staff sent further shivers down investors' spines. In late March, businessmen called a national strike to protest against government inaction over the rising violence in Karachi.

All this has made the last six months a bumpy downhill ride for investors. In the year to late March, the Karachi Stock Exchange 100 index has fallen some 21 per cent to 1,634, considerably underperforming most of its Asian neighbours; in the last 12 months it has shed about 38 per cent.

Many foreign investors have also been badly burnt by their involvement in last September's sale of some \$900m of shares in Pakistan Telecommunications Corporation (PTC), the state-owned domestic telephone monopoly. The GDRs (global depositary receipts) were sold at \$179 each and now trade at around \$92, nearly half the issue price.

The issue - the first Pakistani equity offering targeted

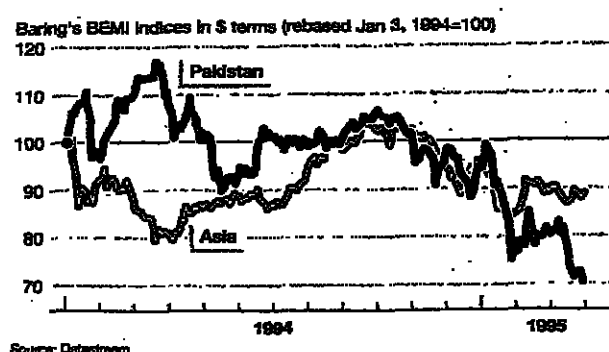


The Karachi Stock Exchange: lagging behind most of its neighbours

Why privatisation is not doing so well

## Confidence suffers

### Pakistan Stock Exchange



Source: DataStream

largely at international investors - made a promising start, with demand heavily outstripping the number of shares on offer. However, investor enthusiasm waned some weeks later when it transpired that the offering memorandum for the issue had vastly overstated the number of telephone lines in operation in Pakistan, thus distorting PTC's earnings prospects and triggering a sharp drop in its GDR price. The discrepancy was blamed on an error in the original research done for the domestic issue by a Pakistani broker.

However, investors were quick to blame lead manager Jardine Fleming - which executed the transaction in just 10 days, without roadshows or prospectus - and accused it of negligence for not carrying out appropriate due diligence. Many are still sitting on large losses, and some bankers say investor disenchantment with the PTC issue has killed off international demand for new issuers out of Pakistan.

But Jardine Fleming rejects this criticism. "I totally disagree that PakTel has closed the market," says Mr Matthew Lechtzer, a director of equity capital markets at Jardine Fleming in Hong Kong who worked on the deal. "All emerging markets have fallen, and Pakistan is no exception." Contrary to market talk, he says that no investor has threatened to take Flemings to

court over the matter.

As to accusations of negligence, he says: "The government wanted the money by the end of the month. We were given a clear mandate on the basis that there would be no due diligence; if we wanted to do the transaction we had to do it on that basis. We bid for the mandate on that basis and so did all the other banks."

Moreover, he says, investors received ample warning. "We made it very clear to everyone that the government was not going to provide us with the opportunity to do due diligence - everyone knew what was going on."

While the uproar over the documentation error may have triggered the initial share price decline, the main reason for its ensuing plunge was the fact that PTC serves as a proxy for the whole Karachi stock market, according to one Karachi broker. He says that, on some estimates, PTC accounts for about 40 per cent of the market's total capitalisation.

"PTC is by far the most liquid stock on the KSE, so investors who wanted to sell the Pakistan stock market during the emerging market meltdown sold PTC." The company's share price was further depressed by heavy short-selling by domestic dealers betting on an even sharper drop in the market, he argues.

Much now depends on how the planned trade sale of a further 26 per cent stake in PTC goes. The government is in the

process of picking a bank which will advise it on the selection of a suitable strategic partner for PTC, which will obtain management control through its purchase of the stake. Several potential suitors are in the frame, including AT&T, Pacific Bell, Siemens, British Telecom, Cable & Wireless and Alcatel. Some say a consortium of telecommunications companies might also be considered.

"The trade sale of PakTel will be one of the more defining moments for the market this year," says Mr Robert Lough, director of equity capital markets at Kleinwort Benson in London. "If the stake gets sold to a good operator who will add value to the company, that should be good for PakTel and for the market as a whole."

The government is also thought to be considering setting up a special privatisation fund to invest in the 30-odd state-owned companies slated for privatisation, many of which are infrastructure stocks such as electricity generators and gas distributors. Such a fund, drawing together money from specialist investors with a long-term commitment to the region, could act as a catalyst to get the privatisation show back on the road. This in turn could boost institutional investor interest in new public equity offerings, not just privatisation sales but also private sector deals.

However, some say the market is unlikely to stage a sustainable recovery until the government manages to stem the tide of lawlessness overhanging Karachi, and until then foreign investors will remain lukewarm.

In an effort to turn the tide in their favour, Pakistani stockbrokers recently sacrificed 10 black goats outside the Karachi Stock Exchange after parading them around the trading floor. Their efforts were vain however; in the following week, the index reached a new 16-month low.

Conner Middelman

Those who benefit from interest shall be raised like those who have been driven to madness by the touch of the devil; this is because they say: "Trade is like interest" while God has permitted trade and forbidden interest. - The Koran, Surah Al 'Imran, verses 130-132.

Twelve hundred years after the Prophet Mohammed prohibited the receiving or paying of "riba", or interest, Pakistan, along with other Muslim countries, is faced with continuing demands from its influential Muslim activists to shift its entire financial system to a non-interest basis. But the record has been one of mixed success.

The justification is that conventional interest-based western financing practices are unfair - unjustly rewarding the owners of capital while forcing entrepreneurs, the users of capital, to shoulder all the risk of an investment project. In the Islamic way of thinking, those who own the capital and those who use the capital should both share the risk and the reward.

"In traditional western banking," explains Professor Khurshid Ahmad, chairman of the independent Institute of Policy Studies in Islamabad and a keen supporter of Islamic finance, "the concept of interest is more than simply a reward for capital, it is a predetermined fixed reward," with the result that interest is not based on the real productivity of capital but on an assumed productivity, ensuring a fixed, guaranteed and false return to the creditor.

"Islam says this is unjust," says Prof Ahmad. "While we recognise that capital is productive and is entitled to a return, that return should be a

The risk should be shared between those who own and those who use capital

variable one, so that the capitalist and the entrepreneur both share the risk as well as the reward."

The beginnings of an Islamic banking system date from 1975, when the first Islamic banks - the Dubai Islamic Bank and the Jeddah-based Islamic Development Bank - were established. Momentum picked up in Pakistan in the early 1980s when General Zia ul-Haq, the military dictator, made Islamic banking and finance compulsory as part of his attempt to put all areas of Pakistani society under strict Islamic rule.

Prof Ahmad estimates that there are now more than 60 Islamic banks around the world, with deposits of close to \$80bn. On some estimates, this stock of Islamic capital is growing at a rate of 12 to 15 per cent each year. Flows of Islamic finance into Pakistan alone, originating mainly from Middle Eastern countries such as Saudi Arabia and Kuwait, are estimated to be between \$1bn and \$2bn. "It is a financial market that is going to be more and more of a player in the world markets," said Mr Adil Ahmed, director of



Western financing practices may have gained hold, but traditional-style music remains popular

Graham Bowley looks at Islamic finance

## The art of trading without interest

Islamic financing at ANZ in London.

The fact is, however, that much of finance and banking within Pakistan still operates on an interest basis. "We are only half way there," concedes Prof Ahmad.

The federal shariat court, the country's highest religious court, has ruled that all interest is forbidden. A government-backed appeal against the judgment has been filed to Pakistan's supreme court, but it is not clear when a decision will be made.

But although the word "interest" is rarely used, the term "mark-up", substituted in its stead, in effect means the same thing. To many in Pakistan this will always have to be the case. "I'm a fairly good Muslim," said one Pakistani banker in Islamabad, "but in a world that operates on interest, how can we exist as a small island?"

Nevertheless, the supporters of Islamic banking continue to expound its benefits. One of their main arguments is that whereas conventional banks have an interest only in the collateral they receive for a loan, caring little for the success of the investment, Islamic banks will take a "hands on" approach, providing support and advice. The result, they say, is that there are fewer bankruptcies.

Furthermore, Islamic banking encourages a wider distribution of wealth and more even economic development - those who already possess capital do not necessarily accrue more, instead profit goes to the most successful entrepreneur. One of the key concerns of Islamic thinkers is that the economies of poor Muslim

countries be developed by providing finance to entrepreneurs ignored by conventional banks.

Islam also has some interesting things to say about derivatives. These financial instruments, which derive their value from an underlying

Derivatives would not be allowed to exist in an Islamic system

asset such as a bond or a commodity, would be prohibited under a fully Islamic banking system since they add no value. This is because trade in derivatives is simply trade in claims on an asset, not in the asset itself. The damaging fluctuations in asset markets caused by sharp movements in derivative markets in the west would therefore not occur in an Islamic system because derivatives would not be allowed to exist.

But, whatever the benefits,

the fear must be that potential foreign investors are scared off from Pakistan by the thought of not receiving a guaranteed income from their money. Prof Ahmad thinks not. He says investors come to the country not because they are concerned about interest but because they expect profit.

He says that over the last 10 years, there has been a shift away from loan investment towards direct capital investment into Asia, driven not by interest but by profit. This shift has occurred because investors realised that development through loans did not work since local people lacked expertise and technology. Now they bring the technology and expertise of their own, as well as capital, and take a direct stake in a country.

This, according to Muslims, makes for healthier development. Prof Ahmad points to the case of Mexico, which has collapsed twice - because short-term capital, which was not tied to profit, came and then quickly left again.

The army in business

## Rise of the khaki capitalists

Lieutenant General (retired) Farrukh Khan, is a well-known army officer, but most people in this country probably remember him more for his reputation as a tough, no-nonsense soldier. His new job as director of the AWT (Army Welfare Trust), one of Pakistan's fastest-growing business enterprises, is therefore a radical change for the general as the transition that his organisation is going through.

Almost two decades after the AWT was set up as a small welfare organisation for retired soldiers, it is now poised to become one of Pakistan's most active business groups. A cement plant and a pharmaceutical company are due to become the newest additions within the next year.

Other running projects, that have attracted a growing number of consumers, include one of Pakistan's most successful housing land development projects, a sugar factory, businesses to produce shoes and woollen garments, and a glass company. But plans for the future are even more ambitious. The AWT has also been asked by the army's top command at the general headquarters to consider a joint venture for co-production of Britain's Land Rovers. The trust is even considering proposals for co-production of helicopters with foreign partnership, in Pakistan. If any of those projects go ahead, they could become a landmark in launching the AWT's first-ever joint venture with foreign businesses.

The AWT's expansion reflects the growing presence of business organisations tied to the defence forces, which have ruled Pakistan for almost half of its 47-year independence. In rather more than two decades, another organisation of ex-army personnel, the Fauji foundation, has established a stronghold in businesses manufacturing fertilisers and chemicals.

Such organisations are now also trying to expand in areas that go far beyond the tradi-

tional concept of using welfare money only to invest in relatively risk-free enterprises such as small to medium-sized businesses and industry. The Shaheen Airlines, a welfare project of the Shaheen Foundation, backed by former air force officers, which started a small-scale operation a few years ago, is now emerging as the country's second largest airline after Pakistan International Airlines, the official carrier. Recently, Shaheen began its first international flight, linking Pakistan's northern city of Peshawar to Dubai.

But executives such as General Khan deny that the growth of organisations such as the AWT is any reflection of the army's dominant role in this country. "When the government wants a job done, we have credibility and the faith of the people," he says. He cites the record of some of AWT's businesses to support that claim.

Last year, the Askari commercial bank, a subsidiary of the AWT, became one of Pakistan's fastest growing private banks when it declared approximately Rs182m (\$6m) in pre-tax profits, up almost 96 per cent from a year ago. General Khan says that "professionalism" on the job is the first criteria for hiring staff members. As a result, fewer than half of the 12,000 employees who together run the bank and AWT's other organisations have a former defence background.

Despite the growth, the AWT's main agenda remains that of making profits to support ex-army personnel. Towards that end, two new hospital wards came into operation from last year's profits, while the AWT is considering other similar welfare projects.

General Khan also says that despite its growth, the AWT carefully avoids high risk projects. He says: "We may not be smart but we are certainly very steady. People should have faith in us."

Farhan Bokhari

IF IT'S THE  
BOTTOM LINE  
THAT INTERESTS YOU,  
YOU'RE GOING TO BE  
REALLY INTERESTED  
IN OURS.

And the bottom line is:  
100% foreign ownership in any  
venture, 3-8 years tax holiday,  
liberal tariff concessions, over 125  
million domestic consumers, with  
shortest and fastest access to  
another 75 million people in the  
affluent Middle East and fast  
upcoming Central Asia, a highly  
developed industrial and financial  
base, a unique combination of  
increasingly efficient yet  
inexpensive manpower... with a  
wide array of economic sectors  
where investment is sure to take  
you to the top.



BOARD OF INVESTMENT  
PRIME MINISTERS SECRETARIAT  
GOVERNMENT OF PAKISTAN

Fax: 92-51-215554, 2177665

Sectors open for investment: ~ Power ~ Oil & Gas ~ Refineries, Pipelines ~ Chemicals & Petro-Chemicals ~ Ports & Shipping  
~ Airports ~ Roads & Highways ~ Hotels & Tourism ~ Electronics ~ Urban Mass Transit ~ Railways ~ Telecommunications  
~ Agro-Food ~ Financial Services ~ Engineering Goods ~ Health Services ~ Technical/Professional Institutions

سازمان سرمایه گذاری



# Steam coal demand forecast to grow 10%

By Michael Smith

World demand for steam coal will rise in 1995 by more than 10 per cent and there could be shortages of supply, according to a report by McCloskey Coal Information Services.

The imbalance between supply and demand has already affected prices. MCIS's monthly spot indicator is, at \$42.94, nearly \$8.00 higher than a year ago and has risen in each of the past 14 months.

Market expectations are that they will rise higher in the

next 18 months.

The McCloskey Big Coal Book for 1995-96, detailing world suppliers, consumers and traders of coal, says it expects world demand for steam coal to rise by more than 20m tonnes this year on 1994's 211m tonnes.

The projected demand growth comes primarily from Asia, particularly from new coal-fired power stations in Japan, South Korea, Taiwan and the Philippines. Some Indian power stations are also switching from indigenous coal

to imported coal, according to the report.

One reason for the potential coal shortages is that Poland and Russia are likely to supply significantly less this year compared to last.

McCloskey says another problem is that the US coal industry can no longer act as a "swing supplier", switching additional supply on and off at short notice.

Prices have closed and the first phase of the acid rain legislation has seen big switches of tonnages within the US mar-

ket. In addition the "dismal level" of steam and coking prices over the last few years has turned US suppliers off the international market, according to McCloskey.

The report says exports will increase from all suppliers other than Poland and Russia.

"While the US may or may not be able to fill the substantial gap left by a failure of supply from other countries this year, the market cannot rely on the US to meet the massive demand which will be added over the next three years."

"Current investment activity in the coal industry appears to be centred on the very big predator companies buying up existing operations. This process must come to an end if the market is to be supplied and real investment must be made into developing new mines to supply what is to become a massive new demand in the second half of the 1990s."

The McCloskey Big Coal Book, 1995-96, available at £195 from McCloskey Coal Information Services, PO Box 15, Petersfield, Hampshire, UK, GU32 3RG.

# Ukrainians get better deal at bring-and-buy farm shop

James Harding reports on the former communist country's first private integrated agriservice centre

Across the road from the feedmill built just seven years ago in Myronivka, south of Kiev, construction begins this month on another one.

The new mill, with little apparently to distinguish it from the defunct plant next door, may not look like much, but as part of a \$20m foreign investment to create Ukraine's first private integrated agriservice centre, it promises to address the most urgent problem facing agriculture in the former Soviet Union: the disintegration of the farmers' market.

Since the collapse of communism, the disappearance of a reliable buyer of farm produce and supplier of inputs has been principally responsible for bringing the agricultural sector to its knees. The Myronivka centre, promising local farmers world prices for their produce and a competitive source for agricultural inputs (bartered for a share of the season's harvest, aims to fill that gap.

When the agriservice centre is completed at the end of 1996, its only competitor will be the state-owned agro-industrial complexes, renowned for their occasional payments and eclectic range of inputs.

"We will pay our customers and not just tell them that we're going to pay them," says Mr David Swere, president of Kiev-Atlantic, which has launched the project.

"And we will pay them at world market prices, not 40 per cent below."

A reliable buyer paying a decent rate for produce, coupled with access to a full range of inputs paid for from future output, rather than cash, is forecast to boost local productivity.

Ukraine has imported grain this year, but with its exceptionally fertile soil and long season of arable land to 11.6m

seed, agrochemicals and machinery, and the prospect of added value on increasing volumes of produce, Mr Swere is expecting a 20 to 25 per cent rate of return.

"This is a virtuous circle. The more inputs we sell, the more outputs we get, the more we process, the more we sell on world markets, the more we have to put into inputs," says Mr Swere. The centre's income will be driven by a 50,000-tonne per year oil seed processing plant for rapeseed and sunflower with a view to using the meals left from the processing for livestock feed and the oil to be refined for human consumption.

The potential success of the Myronivka project was the focus of much attention at a gathering in Kiev this week of central and eastern European agriculture ministers and western potential agribusiness investors.

Government ministers hope that it will reverse the local decline in output. Cautious businessmen see it as a vehicle for getting their products, particularly seeds, pesticides, tractors and combines, into the market.

"This is a one-stop shop for farmers, making our products easily available, but also safe in a guarded warehouse," said one western company looking at the possibility of selling agricultural machinery through Myronivka.

Even those not directly involved with the project agreed that the installation of a commercial agricultural market was critical.

While politicians remain embroiled in the debate over land reform and privatisations, as one US department of agriculture official put it, "all you have to do to keep farmers on the land is give them something to plant and pay them when they produce".

# CIS leads aluminium production costs rise

By Kenneth Gooding, Mining Correspondent

The cost of producing aluminium in the Commonwealth of Independent States is now well above that in the western world, according to the Anthony Bird consultancy organisation.

Operating costs in the west have jumped by 15 per cent in the past year to \$7 US cents a pound (\$1.256 a tonne), whereas CIS costs are estimated to be 65 cents (\$1.493), Bird's Aluminium Annual Review suggests.

Costs have been forced up by higher aluminium prices because contracts for power for the metal are frequently linked to the metal's price. Also, alumina prices have been rising fast after languishing for most of 1994. "We think the alumina cycle will give metal costs an important upward push which will last some years," Bird adds.

The review suggests that an aluminium price of 65.7 cents a pound is needed to justify new smelting capacity in Canada,

the lowest-cost producing region. "Rising costs, especially for alumina, will push this up to at least 74.6 cents in today's money and, if the alumina cycle develops in the way we expect, the number could go as high as 79.4 cents for a time," says Bird.

New smelting capacity is urgently needed after the "investment famine" of recent years, Bird insists. It estimates that the aluminium industry has less than one quarter of the new smelters under construction that it should have.

The balance between supply and demand will tighten noticeably during 1997, says Bird, "and it threatens to remain tight in the years after 1997 unless producers can be persuaded to raise their levels of investment in new capacity very substantially. This means of course that prices will have to stay consistently ahead of costs, and do so for some years."

Aluminium Annual Review, £1.075 from Bird Associates, 193 Richmond Road, Kingston upon Thames, Surrey KT2 5DD, UK.

# India set for record harvest

By Mark Nicholson in New Delhi

Indian foodgrain production is set for another record year in 1994-95, according to agricultural ministry figures. The combined harvest of rice, wheat, cereals and pulses is seen at 186.3m tonnes, 4m above the 1993-94 record.

A seventh successive good monsoon in 1994, which had the second highest June-September rainfall in the past decade, helped output of rice and wheat to record levels of 81m tonnes and 60m tonnes, rises of 2.5m tonnes and 1.6m tonnes respectively on the preceding year.

Mr J.C. Pant, India's agriculture secretary, who presented the figures this week to a national agricultural conference in New Delhi, said most staple crops had posted record while output of commercial crops also improved.

Total oilseed production rose by 900,000 to a record 23.3m tonnes, despite a 1m tonne fall in soyabean production to 3.6m tonnes - a result of excessive rains in the main cropping regions. Sugar-cane production rebounded from three years of declining output to rise by 23m tonnes to 250m, just below the 1991-92 record of 264m tonnes. The cotton crop is also set for a record, with output expected to rise by 900,000 bales to 11.6m.

# 'Snooper's charter' on seed royalties resisted

By Andrew Martin

Representatives of UK agricultural seed contractors met the government yesterday to urge changes to European Union rules on royalties for seed breeders that are due to come into force later this month.

Earl Howe, parliamentary secretary at the Ministry of

Agriculture, said he would pass on their concerns to Mr William Waldegrave, the agriculture minister, who is attending an EU farm council meeting next week.

The new regulations come into force on April 27 and will allow seed breeders to collect a royalty on seed saved by farmers and horticulturalists from their crop. Although the UK

has obtained a delay of seven years on the introduction of royalties for some seeds, contractors and farmers are concerned that the regulations will be bureaucratic and costly.

The regulations are due to be finalised by EU officials at meetings over the next two weeks.

"The draft regulations are monstrous, nothing short of a

snooper's charter, enacted at the public expense for the private profit of multinational companies," said Mr Tim Rogers, a spokesman for the National Association of Agricultural Contractors. "Farmers will be denied a true hundred year old service that currently accounts for up to one third of the cereal seed sown each year."

# MARKET REPORT

## Coffee traders cautious ahead of producer meeting

London COFFEE futures ended higher yesterday, but light volume indicated caution ahead of a meeting of Brazil's and Colombia's most senior coffee officials. A trader said the market

was unlikely to be sold ahead of the meeting as any public comments were likely to be bullish.

The July contract was last traded at \$3.068 a tonne, up

\$21, after touching \$3.090.

A steep decline in London Metal Exchange ALUMINIUM prices was reversed during after hours trading. Underlying investment fund interest,

short-covering, and solid nearby fundamentals helped the three months price to rally from below \$1,800 a tonne to \$1,879, down \$27.50. Compiled from Reuters

# COMMODITIES PRICES

## BASE METALS

### LONDON METAL EXCHANGE

Prices from Antwerp/Amsterdam Metal Trading

ALUMINIUM, 99.7 PURITY (\$ per tonne)

Close 1895-96 1895-96

Previous 1895-96 1895-96

High/Low 1895-96 1895-96

AM Official 1895-96 1895-96

Karb close 1895-96 1895-96

Open int. 214,446

Total daily turnover 78,332

ALUMINIUM ALLOY (\$ per tonne)

Close 1785-86 1805-15

Previous 1785-86 1805-15

High/Low 1785-86 1805-15

AM Official 1815-26 1825-30

Karb close 1815-26 1810-20

Open int. 2,763

Total daily turnover 910

LEAD (\$ per tonne)

Close 897-98 810-12

Previous 897-98 810-12

High/Low 897-98 810-12

AM Official 806-7 822/810

Karb close 806-7 817-18

Open int. 36,579

Total daily turnover 6,448

NICKEL (\$ per tonne)

Close 7500-800 7730-40

Previous 7500-800 7730-40

High/Low 7500-800 7730-40

AM Official 7530-35 7770-75

Karb close 7530-35 7770-40

Open int. 52,741

Total daily turnover 16,192

TIN (\$ per tonne)

Close 2090-10 5840-30

Previous 2090-10 5840-30

High/Low 2090-10 5840-30

AM Official 5915/5880 5915/5880

Karb close 5915/5880 5915/5880

Open int. 20,287

Total daily turnover 3,827

ZINC, special high grade (\$ per tonne)

Close 1045-8 1087-8

Previous 1045-8 1087-8

High/Low 1045-8 1087-8

AM Official 1064-55 1077-75

Karb close 1064-55 1077-75

Open int. 95,798

Total daily turnover 13,037

COPPER, grade A (\$ per tonne)

Close 2932-3 5910-11

Previous 2932-3 5910-11

High/Low 2932-3 5910-11

AM Official 2949/2948 2929/2928

Karb close 2949/2948 2929/2928

Open int. 29,178

Total daily turnover 85,028

LME AM Official B/S rates 1.9075

LME Closing B/S rates 1.8200

Spot/LME 3 mth/12 mth 5 mth/12 mth 5 mth/12 mth

2000-10 5840-30 5840-30 5840-30

## Precious Metals continued

### GOLD COMEX (100 Troy oz; \$/troy oz)

Close 322.7 -1.0 322.5 322.5 1,455 110

Previous 322.7 -1.0 322.5 322.5 1,455 110

High/Low 322.7 -1.0 322.5 322.5 1,455 110

AM Official 322.7 -1.0 322.5 322.5 1,455 110

Karb close 322.7 -1.0 322.5 322.5 1,455 110

Open int. 10,000

Total 10,000

PLATINUM NYMEX (50 Troy oz; \$/troy oz)

Close 452.5 -1.1 452.4 452.4 305 110

Previous 452.5 -1.1 452.4 452.4 305 110

High/Low 452.5 -1.1 452.4 452.4 305 110

AM Official 452.5 -1.1 452.4 452.4 305 110

Karb close 452.5 -1.1 452.4 452.4 305 110

Open int. 10,000

Total 10,000

PALLADIUM NYMEX (100 Troy oz; \$/troy oz)

Close 175.00 -1.50 173.50 173.50 810 787

Previous 175.00 -1.50 173.50 173.50 810 787

High/Low 175.00 -1.50 173.50 173.50 810 787

AM Official 175.00 -1.50 173.50 173.50 810 787

Karb close 175.00 -1.50 173.50 173.50 810 787

Open int. 100 5

Total 100 5

SILVER COMEX (100 Troy oz; \$/troy oz)

Close 540.8 -1.5 540.3 540.3 12,107 21,009

Previous 540.8 -1.5 540.3 540.3 12,107 21,009

High/Low 540.8 -1.5 540.3 540.3 12,107 21,009

AM Official 540.8 -1.5 540.3 540.3 12,107 21,009

Karb close 540.8 -1.5 540.3 540.3 12,107 21,009

Open int. 100 5

Total 100 5

ENERGY

### CRUDE OIL NYMEX (42,000 US gals; \$/barrel)

Close 18.48 -0.07 18.41 18.41 21,009 21,009

Previous 18.48 -0.07 18.41 18.41 21,009 21,009

High/Low 18.48 -0.07 18.41 18.41 21,009 21,009

AM Official 18.48 -0.07 18.41 18.41 21,009 21,009

Karb close 18.48 -0.07 18.41 18.41 21,009 21,009

Open int. 20,287

Total 20,287

CRUDE OIL IPE (\$/barrel)

Close 17.22 -0.08 17.14 17.14 20,000 20,000

Previous 17.22 -0.08 17.14 17.14 20,000 20,000

High/Low 17.22 -0.08 17.14 17.14 20,000 20,000

AM Official 17.22 -0.08 17.14 17.14 20,000 20,000

Karb close 17.22 -0.08 17.14 17.14 20,000 20,000

Open int. 10,000

Total 10,000

HEATING OIL NYMEX (42,000 US gals; \$/barrel)

Close 18.48 -0.07 18.41 18.41 21,009 21,009

Previous 18.48 -0.07 18.41 18.41 21,009 21,009

High/Low 18.48 -0.07 18.41 18.41 21,009 21,009

AM Official 18.48 -0.07 18.41 18.41 21,009 21,009

Karb close 18.48 -0.07 18.41 18.41 21,009 21,009

Open int. 20,287

Total 20,287

GAS OIL IPE (\$/barrel)

Close 15.75 -0.05 15.70 15.70 20,000 20,000

Previous 15.75 -0.05 15.70 15.70 20,000 20,000

High/Low 15.75 -0.05 15.70 15.70 20,000 20,000

AM Official 15.75 -0.05 15.70 15.70 20,000 20,000

## GRAINS AND OIL SEEDS

### WHEAT LCE (\$ per tonne)

Close 118.75 -0.25 118.50 118.50 1,945 86

Previous 118.75 -0.25 118.50 118.50 1,945 86

High/Low 118.75 -0.25 118.50 118.50 1,945 86

AM Official 118.75 -0.25 118.50 118.50 1,945 86

Karb close 118.75 -0.25 118.50 118.50 1,945 86

Open int. 10,000

Total 10,000

WHEAT CSE (5,000 cwt; \$/cwt)

Close 349.00 -1.00 348.00 348.00 1,713 4,228

Previous 349.00 -1.00 348.00 348.00 1,713 4,228

High/Low 349.00 -1.00 348.00 348.00 1,713 4,228

AM Official 349.00 -1.00 348.00 348.00 1,713 4,228

Karb close 349.00 -1.00 348.00 348.00 1,713 4,228

Open int. 10,000



## INTERNATIONAL CAPITAL MARKETS

## Treasuries flat ahead of jobs data for March

By Lisa Brannan in New York and Graham Bowley in London

US Treasury prices were mostly flat in quiet trading as investors awaited today's release of March jobs figures, paying little heed to unsurprising data released yesterday.

Near midday, the 30-year Treasury was up  $\frac{1}{8}$  at 103 $\frac{1}{2}$  to yield 7.558 per cent. At the short end of the market, the two-year note was also up  $\frac{1}{8}$  at 98 $\frac{1}{2}$ , yielding 6.641 per cent.

Early in the session, data showing weakness in the labour market and the home building sector helped bonds edge modestly higher, but the focus on the market was clearly on today's jobs figures.

According to the Labour Department, the number of people filing first-time claims for unemployment benefits grew by 3,000 to 341,000 for the week ended April 1, its highest

level since last July. On the housing front, the number of homes completed in February dropped by 9.5 per cent from January, the biggest fall in more than three years.

The dollar offered little support to the market, however, and bonds proved unable to hold on to their early morning gains.

The US currency continued its slide against the yen and, although it did edge up against the D-Mark by midday it had retreated from its session highs against the German currency. Near noon, the dollar was changing hands at ¥85.40 down from ¥85.04 late Wednesday and at DM1.3750 against DM1.3725.

European government bond markets fell back slightly yesterday in thin trading conditions as the rally seen in recent sessions petered out.

German government bonds rose in early trading, with 10-year yields briefly touching the key 7 per cent level and the June bond futures contract on Liffe reaching a high of 93.03.

But both cash and futures markets fell back later, in spite of mildly supportive employment data, which was slightly weaker than expected.

## GOVERNMENT BONDS

Bunds had assumed a better tone since the Bundesbank cut official interest rates last week but yesterday traders expressed caution ahead of key US non-farm payroll data due today. The data are likely to influence the direction of all European markets over the next few days.

"Investors are a little distrustful of the rally in Euro-

pean government bonds," said Mr Julian Callow, an international economist at Kleinwort Benson.

In late trading, the June bond futures contract was down 0.18 at 92.71. The yield on the benchmark bond settled at 7.04 per cent. Traders reported some investment flows into two-year denominations, causing a slight steepening of the yield curve.

UK government bonds followed bonds lower, in spite of a slowdown in manufacturing output. Official figures showed that output in the three months to February was unchanged on the previous three months.

The long gilt future on Liffe tested levels close to 104, before falling back to settle at 103 $\frac{1}{2}$ , down  $\frac{1}{8}$  on the day. The yield spread over bonds settled at around 156 basis points.

Mr Callow said that investors should be concerned about next week's producer price data, which could show a further rise in prices.

"Political uncertainty and the inflation risks imply that gilts are expensive at current levels," said Mr Callow. "We have to wait for the spread to move out to 160 basis points or higher before investors begin to buy again."

A 25 basis point cut in French short-term interest rates by the Bank of France had little impact on the French government bond market, which settled lower.

Weak demand for an auction of the new 10-year benchmark government bond meant that the Bank of France issued only FF180m of the stock, at the lower end of its target range. "Yields are currently too low for new financial investors to come

in to the market, while the forthcoming presidential elections are deterring foreign investors," said Mr Dominique Barbet, a bond strategist at Paribas in Paris.

The June futures contract on Mifid fell 0.14 to 113.26.

A cut in Belgian short-term interest rate also had little positive impact. However, the Belgian market has rallied substantially in recent days, with the yield spread over bonds narrowing from around 90 basis points to 78 basis points, due largely to the resilience of the Belgian franc.

Continued disappointment that the Swedish government's budget package launched this week is not sufficient to tackle the country's fiscal problems continued to depress Swedish government bonds.

## William Lines launches IPO

By Antonio Sharpe

There were encouraging signs for emerging market issues in the primary equity market yesterday when William Lines, the Philippines' largest shipping company, finally launched its international share offering.

William Lines had postponed the issue at the end of January because of lack of investor interest. By the time conditions were more favourable, the lead manager, Barings Brothers, was unable to go ahead because of the collapse of the Barings group.

Yesterday, the new lead manager, Jardine Fleming, said William Lines would raise around \$87.9m - equivalent through the sale of 235.7m shares priced at 8.55 pesos (87 cents) each. This is significantly less than the \$100m which William Lines had hoped to get in January.

"Deals for blue-chip companies in a reasonable size can be done, but the pricing has to be very realistic," said Mr Ian

Hannam, a director at Jardine Fleming.

Of the total amount of shares on offer, around 65 per cent were placed internationally with about 12 large institutions based in the US, UK and Hong Kong.

The domestic offer opens on April 17 and there is a possible clawback for the domestic tranche of up to 25.4 per cent of the international tranche. Final allocations will be made on April 27.

Fleming is also lead-manager of a convertible bond issue due 2005 for up to \$100m for Loxley, a Thai conglomerate with trading and telecom interests. The bonds, which are puttable after five years, are likely to have a coupon of between 3 and 3.5 per cent and will represent up to 15 per cent of Loxley's share capital.

Also in Asia, the \$425m rights issue of ordinary shares with warrants for Jardine Strategic has been completed and the rights will start trading in Singapore on Tuesday.

## Austria leads the rush in busy day for eurobond issuance

By Richard Lapper

European banks, corporates and sovereign borrowers raised more than \$2.8bn in 16 separate deals in a busy day on the eurobond market. Activity was focused in the D-Mark and other strong European currency sectors, with the highlight a DM1bn issue for the Republic of Austria.

Dresdner Bank brought the 12-year Austria issue at 25 basis points over the 7 $\frac{1}{2}$  10-year bond maturing in 2005. Dealers said the yield spread widened marginally - to 27 basis points - when the bonds were taken to trade.

However there was consensus on the market about the success of the deal, with European corporates and German institutional investors keen buyers.

Dealers said the positive

response to the World Bank's DM3bn issue earlier this week had helped crystallise demand in the sector.

Taking into account two other DM issues yesterday, DM issuance over the week totals more than DM7bn.

## INTERNATIONAL BONDS

The World Bank issue, launched at a spread of 14 basis points over Monday, has subsequently narrowed by one basis point. "The World Bank deal sold really easily and helped spot additional demand for this segment," said one trader.

In addition, investors appear to be shifting towards the longer end of the German yield curve, in the expectation of a reduction of yields in the 10-

year area. Some traders argued that the markets had re-appraised their initially negative view of the Bundesbank's decision last week to cut interest rates.

"Everyone is very bullish. People are all positioning for curve flattening trades," said Mr Paul Hearn, a managing director at J.P. Morgan in London. "The basic message is that the 10-year sector in marks is still hot," added another syndicate manager.

"I expect some more activity by borrowers who have out-right demand for fixed-rate DM," said a syndicate manager at Dresdner Bank.

Other dealers argued that the weakness of the US dollar had helped bolster investor sentiment towards DM and other Swiss franc issues. It is understood that Austria will retain the proceeds in

marks, rather than swap the proceeds. The majority of a clutch of guilder, Luxembourg and Swiss franc issues all appeared to be targeted at retail investors.

Meanwhile Hambros brought the first sovereign Australian dollar deal to the market for more than five years, launching a three-year \$100m bond for the Kingdom of Sweden at

8 $\frac{1}{2}$  basis points over the equivalent Australian paper. The deal, also targeted at retail investors, was the first in Australia for nearly a month.

8 $\frac{1}{2}$  basis points over the equivalent Australian paper. The deal, also targeted at retail investors, was the first in Australia for nearly a month.

## NEW INTERNATIONAL BOND ISSUES

Issuer	Amount	Coupon	Price	Maturity	Yield	Spread	Book runner
US DOLLARS							
Student Loan Mktg Assoc. (a)	100	7.20	100.285	Nov 2000	0.25R	-	LTIC International
D-MARKS							
Republic of Austria	1bn	7.25	98.85R	May 2007	0.25R	+257/74-05	Dresdner Bank
State of Saarland	800	7.25	100.00	Apr 2001	0.25R	-	Barings Brothers/ Goldman
Deutsche Ausgleichsbank	250	6.75	101.84	Apr 2001	2.125	-	Tinkus & Burdard
SWISS FRANC							
GECC	300	5.00	100.50	May 2002	2.50	-	UBS
Swiss Re	200	4.75	102.25	May 2002	2.50	-	Bank von Ernst & Cie.
Swiss Bank Corp.	125	4.75	102.25	May 2002	2.50	-	Swiss Bank Corp.
Swiss Credit	100	5.00	100.50	May 2001	2.25	-	Credit Suisse
Swisscom	100	5.00	100.50	May 2001	2.50	-	Credit Suisse
EURO							
European Council	225	7.00	100.55R	Jul 2001	0.25R	+106/94-01	ABN Amro Hoare Govett
GECC	250	3.50	97.375R	May 2001	0.25R	+39/93-03	ABN Amro Hoare Govett
LUXEMBOURG							
Caisses Fiancees des Communes	2.5bn	7.75	102.70	Aug 2004	2.00	-	Credit Europeen
Caisses Fiancees des Communes	2.5bn	7.75	102.70	Aug 2004	2.00	-	Credit Europeen
Landwirtschaftliche Rentenbank	300	2.50	94.07	Dec 2001	1.375	-	BGL
AUSTRALIAN DOLLARS							
Kingdom of Sweden	100	8.25	100.65	May 1998	1.50	-	Hambros Bank
EURO							
Samsung Electronics Co. Ltd	50	(a)	99.825R	May 2000	0.25R	-	UBS

First terms, non-callable unless stated. Yield spread (over relevant government bond) at launch supplied by lead manager.  $\pm$  Basis points. (a) Fixed re-offer price. (b) Fixed re-offer price. (c) Short 1st coupon. (d) Fungible with R 400m. Plus 254 days accrued. (e) Long 1st coupon. (f) 6-month LIBOR +4.5%.

## WORLD BOND PRICES

## BENCHMARK GOVERNMENT BONDS

Country	Coupon	Red Date	Price	Yield	Week ago	Month ago
Australia	9.000	09/04	95.1900	0.350	9.79	10.12
Austria	8.500	01/05	100.8000	-0.180	7.36	7.43
Belgium	7.500	03/05	99.9100	-0.080	7.85	8.02
Canada	9.000	12/04	101.5500	-0.130	7.78	8.00
Denmark	7.000	12/04	98.5500	-0.100	8.90	8.90
France	8.000	05/08	101.0900	-0.050	7.59	7.60
Germany	7.500	07/05	98.9800	-0.070	7.77	7.78
Italy	7.500	07/05	102.1000	-0.020	7.04	7.18
Japan	8.250	10/04	92.9000	-0.050	8.81	8.80
Netherlands	9.500	01/05	91.0300	-0.210	12.98	12.97
Portugal	11.750	02/05	97.5800	-0.250	12.50	12.15
Spain	10.000	02/05	98.7100	-0.350	11.58	11.80
Sweden	6.000	02/05	98.1900	-0.080	11.58	11.33
Switzerland	8.500	06/09	92.40	-0.10	8.24	8.25
UK Gilts	9.500	12/05	105.10	-0.720	8.41	8.43
US Treasury	7.000	10/08	104.21	-0.320	8.42	8.45
US Treasury	7.500	02/05	103.27	-0.230	7.08	7.13
US Treasury	7.825	02/25	103.03	-0.320	7.37	7.38
US Treasury	6.000	04/04	98.2700	-0.070	8.21	8.32

Source: IHS International

Local currency, "New York market standard."

Yield: Local market standard.

Yield: Local market standard.

Yield: Local market standard.

Yield: Local market standard.

Yield: Local market standard.

Yield: Local market standard.

Yield: Local market standard.

Yield: Local market standard.

Yield: Local market standard.

Yield: Local market standard.

Yield: Local market standard.

Yield: Local market standard.

Yield: Local market standard.

Yield: Local market standard.

Yield: Local market standard.

Yield: Local market standard.

Yield: Local market standard.

Yield: Local market standard.

Yield: Local market standard.

Yield: Local market standard.

Yield: Local market standard.

Yield: Local market standard.

Yield: Local market standard.

Yield: Local market standard.

Yield: Local market standard.

Yield: Local market standard.

Yield: Local market standard.

Yield: Local market standard.

Yield: Local market standard.

Yield: Local market standard.

Yield: Local market standard.

Yield: Local market standard.

Yield: Local market standard.

Yield: Local market standard.

Yield: Local market standard.

Yield: Local market standard.

Yield: Local market standard.

Yield: Local market standard.

Yield: Local market standard.

Yield: Local market standard.

Yield: Local market standard.

Yield: Local market standard.

Yield: Local market standard.

Yield: Local market standard.

Yield: Local market standard.

Yield: Local market standard.

Yield: Local market standard.

Yield: Local market standard.

Yield: Local market standard.

Yield: Local market standard.

Yield: Local market standard.

Yield: Local market standard.

Yield: Local market standard.

Yield: Local market standard.

Yield: Local market standard.

Yield: Local market standard.

Yield: Local market standard.

Yield: Local market standard.

Yield: Local market standard.

Yield: Local market standard.

Yield: Local market standard.

Yield: Local market standard.

Yield: Local market standard.

Yield: Local market standard.

Yield: Local market standard.

Yield: Local market standard.

Yield: Local market standard.

Yield: Local market standard.

Yield: Local market standard.

Yield: Local market standard.

Yield: Local market standard.

Yield: Local market standard.

Yield: Local market standard.

Yield: Local market standard.

Yield: Local market standard.

Yield: Local market standard.

Yield: Local market standard.

Yield: Local market standard.

Yield: Local market standard.

Yield: Local market standard.

Yield: Local market standard.

Yield: Local market standard.

Yield: Local market standard.

Yield: Local market standard.

Yield: Local market standard.

Yield: Local market standard.

Yield: Local market standard.

Yield: Local market standard.

Yield: Local market standard.

Yield: Local market standard.

Yield: Local market standard.

Yield: Local market standard.

Yield: Local market standard.

Yield: Local market standard.

Yield: Local market standard.

Yield: Local market standard.

Yield: Local market standard.

Yield: Local market standard.

Yield: Local market standard.

Yield: Local market standard.

Yield: Local market standard.

Yield: Local market standard.

Yield: Local market standard.

Yield: Local market standard.

Yield: Local market standard.

Yield: Local market standard.

Yield: Local market standard.

Yield: Local market standard.

Yield: Local market standard.

Yield: Local market standard.

Yield: Local market standard.

Yield: Local market standard.

Yield: Local market standard.







## INVESTMENT TRUSTS - Cont

[illegible][illegible][illegible][illegible][illegible][illegible][illegible]

هكذا من الاصل



[illegible]

re  
on the hidden  
nees

● Bank office held up and in the process of being robbed. The bank was closed for several hours. The robbery was reported to the police and the bank was closed for several hours.

## TRANSPORT - Continued

[illegible]

22.9 quoted  
on  $\Phi$  Estimated price/earnings

14.9	14.9
14.8	14.8
14.7	14.7
14.6	14.6
14.5	14.5
14.4	14.4
14.3	14.3
14.2	14.2
14.1	14.1
14.0	14.0
13.9	13.9
13.8	13.8
13.7	13.7
13.6	13.6
13.5	13.5
13.4	13.4
13.3	13.3
13.2	13.2
13.1	13.1
13.0	13.0
12.9	12.9
12.8	12.8
12.7	12.7
12.6	12.6
12.5	12.5
12.4	12.4
12.3	12.3
12.2	12.2
12.1	12.1
12.0	12.0
11.9	11.9
11.8	11.8
11.7	11.7
11.6	11.6
11.5	11.5
11.4	11.4
11.3	11.3
11.2	11.2
11.1	11.1
11.0	11.0
10.9	10.9
10.8	10.8
10.7	10.7
10.6	10.6
10.5	10.5
10.4	10.4
10.3	10.3
10.2	10.2
10.1	10.1
10.0	10.0
9.9	9.9
9.8	9.8
9.7	9.7
9.6	9.6
9.5	9.5
9.4	9.4
9.3	9.3
9.2	9.2
9.1	9.1
9.0	9.0
8.9	8.9
8.8	8.8
8.7	8.7
8.6	8.6
8.5	8.5
8.4	8.4
8.3	8.3
8.2	8.2
8.1	8.1
8.0	8.0
7.9	7.9
7.8	7.8
7.7	7.7
7.6	7.6
7.5	7.5
7.4	7.4
7.3	7.3
7.2	7.2
7.1	7.1
7.0	7.0
6.9	6.9
6.8	6.8
6.7	6.7
6.6	6.6
6.5	6.5
6.4	6.4
6.3	6.3
6.2	6.2
6.1	6.1
6.0	6.0
5.9	5.9
5.8	5.8
5.7	5.7
5.6	5.6
5.5	5.5
5.4	5.4
5.3	5.3
5.2	5.2
5.1	5.1
5.0	5.0
4.9	4.9
4.8	4.8
4.7	4.7
4.6	4.6
4.5	4.5
4.4	4.4
4.3	4.3
4.2	4.2
4.1	4.1
4.0	4.0
3.9	3.9
3.8	3.8
3.7	3.7
3.6	3.6
3.5	3.5
3.4	3.4
3.3	3.3
3.2	3.2
3.1	3.1
3.0	3.0
2.9	2.9
2.8	2.8
2.7	2.7
2.6	2.6
2.5	2.5
2.4	2.4
2.3	2.3
2.2	2.2
2.1	2.1
2.0	2.0
1.9	1.9
1.8	1.8
1.7	1.7
1.6	1.6
1.5	1.5
1.4	1.4
1.3	1.3
1.2	1.2
1.1	1.1
1.0	1.0
0.9	0.9
0.8	0.8
0.7	0.7
0.6	0.6
0.5	0.5
0.4	0.4
0.3	0.3
0.2	0.2
0.1	0.1
0.0	0.0

<sup>b</sup> Figures based on prospectives or other official estimates.

[illegible]



## OFFSHORE AND OVERSEAS

[illegible][illegible][illegible][illegible][illegible][illegible][illegible][illegible][illegible][illegible][illegible][illegible][illegible][illegible][illegible][illegible][illegible][illegible][illegible]

Company	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045	2046	2047	2048	2049	2050	2051	2052	2053	2054	2055	2056	2057	2058	2059	2060	2061	2062	2063	2064	2065	2066	2067	2068	2069	2070	2071	2072	2073	2074	2075	2076	2077	2078	2079	2080	2081	2082	2083	2084	2085	2086	2087	2088	2089	2090	2091	2092	2093	2094	2095	2096	2097	2098	2099	2100	2101	2102	2103	2104	2105	2106	2107	2108	2109	2110	2111	2112	2113	2114	2115	2116	2117	2118	2119	2120	2121	2122	2123	2124	2125	2126	2127	2128	2129	2130	2131	2132	2133	2134	2135	2136	2137	2138	2139	2140	2141	2142	2143	2144	2145	2146	2147	2148	2149	2150	2151	2152	2153	2154	2155	2156	2157	2158	2159	2160	2161	2162	2163	2164	2165	2166	2167	2168	2169	2170	2171	2172	2173	2174	2175	2176	2177	2178	2179	2180	2181	2182	2183	2184	2185	2186	2187	2188	2189	2190	2191	2192	2193	2194	2195	2196	2197	2198	2199	2200	2201	2202	2203	2204	2205	2206	2207	2208	2209	2210	2211	2212	2213	2214	2215	2216	2217	2218	2219	2220	2221	2222	2223	2224	2225	2226	2227	2228	2229	2230	2231	2232	2233	2234	2235	2236	2237	2238	2239	2240	2241	2242	2243	2244	2245	2246	2247	2248	2249	2250	2251	2252	2253	2254	2255	2256	2257	2258	2259	2260	2261	2262	2263	2264	2265	2266	2267	2268	2269	2270	2271	2272	2273	2274	2275	2276	2277	2278	2279	2280	2281	2282	2283	2284	2285	2286	2287	2288	2289	2290	2291	2292	2293	2294	2295	2296	2297	2298	2299	2300	2301	2302	2303	2304	2305	2306	2307	2308	2309	2310	2311	2312	2313	2314	2315	2316	2317	2318	2319	2320	2321	2322	2323	2324	2325	2326	2327	2328	2329	2330	2331	2332	2333	2334	2335	2336	2337	2338	2339	2340	2341	2342	2343	2344	2345	2346	2347	2348	2349	2350	2351	2352	2353	2354	2355	2356	2357	2358	2359	2360	2361	2362	2363	2364	2365	2366	2367	2368	2369	2370	2371	2372	2373	2374	2375	2376	2377	2378	2379	2380	2381	2382	2383	2384	2385	2386	2387	2388	2389	2390	2391	2392	2393	2394	2395	2396	2397	2398	2399	2400	2401	2402	2403	2404</
---------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	--------

هكذا من اللاحق



● FT Cityline Unit Trust Prices are available over the telephone. Call the FT Cityline Help Desk on (+44 1753) 823 4378 for more details.

[illegible]







## WORLD STOCK MARKETS

To subscribe to the FT call Europe: + 49 69 156 850  
Asia/Pacific: + 81 3 3295 17 11 USA/Canada: + 1 212 752 4500



**Continued on next page**

Financial 74







## AMERICA

Equities steady ahead  
of today's jobs data

## Wall Street

US share prices were mixed in quiet trading yesterday morning as investors turned their attention to important data on jobs to be released today, writes Lisa Brunsten in New York.

By 1pm the Dow Jones Industrial Average was 2.77 higher at 4,203.34, while the Standard & Poor's 500 dropped 0.08 at 505.49. The American Stock Exchange composite was up 0.46 at 468.31. Meanwhile the Nasdaq composite was off 1.17 at 816.15. NYSE volume was 191m shares.

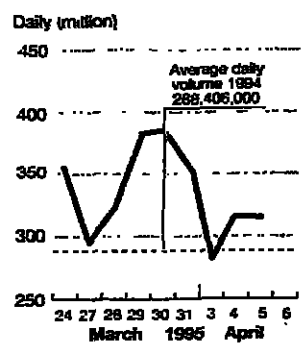
Traders paid little attention to the releases of economic data on initial unemployment claims or housing construction, both of which reinforced the growing consensus that the economy was slowing.

The Dow outperformed other indices in part because cyclical stocks were moderately stronger than other issues. The Morgan Stanley index of cyclical shares was off just 0.03 per cent, while the index of consumer shares lost 0.12 per cent. Caterpillar, for example, gained 3/4% at \$56.40 and Dupont was 1 1/4% higher at \$64.40.

Bank stocks were mostly higher after Mr Michael Price increased his stake in Chase Manhattan Bank and said he believed that the value of the bank's businesses exceeded its current market value. Chase shares rose 3/4% at \$41.1/4, Chemical Banking rose 1 1/4% at \$40.40 and Citicorp gained 3/4% at \$44.1/4.

Apple Computer jumped

## NYSE volume



more than 5 per cent with shares rising 5 1/4% at \$36.75 on rumours that the California-based computer maker might be the subject of a takeover bid by Canon. Canon, which saw its New York-traded American Depositary Receipts fall 3 1/4% at \$80.75, firmly denied the story.

Profits warnings caused shares in several companies to drop sharply. Wall Data shares lost 4 1/4% at \$18.40, after the software company said that it expected to break even, or suffer a 2 cents a share loss, in the first quarter.

Dialogic shed 8 1/4% at \$22.3/4 because the company, which manufactures telephone-related hardware and software, said it anticipated first quarter net operating earnings to be closer to about 19 cents per share than the 22 to 24 cents per share forecast by analysts.

And Safeway lost 8 1/4% at \$17.40 after the company said it expected first quarter earnings

to be about 6 cents a share less than the mean analyst estimate of 36 cents a share.

Ann Taylor shed 3/4% at \$32.40 after the women's clothing retailer reported that March same-store sales were off 0.9 per cent from the same period last year.

## Canada

Toronto edged higher at midday, gaining strength from the solid performance of gold shares. The TSE-300 Composite index rose 4.76 by noon to 4,289.85 in volume of 31.2m shares.

Toronto's 14 sub-indices were evenly split with golds, 91.09 higher at 10,315.50, leading the advancing group.

Among heavily traded gold issues, Barrick Gold rose 3/4% to \$35.50.

Seagram added 3/4% to \$40.75 after a report that the company was believed to have an exclusive deal with Matsushita to negotiate the purchase of MCA.

## SOUTH AFRICA

South African shares saw steady gains as a rally in the platinum price helped related stocks and lifted overall sentiment.

The overall index advanced 26.2 to 5,353.2, the industrial index picked up 9.5 to 6,665.2 and the gold index added 27.7 to 1,560.

Among individual features, De Beers and Anglo both rose 1.50 to R91.75 and R202 respectively, and JCI added R1 to R86.

Cuts in European interest rates were not an automatic passport to share price appreciation, writes Orla Staff.

Paris and Brussels rose, but Denmark eased on the day. PARIS was encouraged by the largely symbolic 25 basis points cut in the Bank of France's 24 hour lending rate. The CAC-40 index closed 17.24 higher at 1,800.15.

Among corporate features, Credit Foncier, the mortgage banking group, pleased the market with a slightly better than expected 1994 result, said that a cut in provisions would boost earnings this year and next, and put on FF930 or 5.4 per cent to FF957.

Accor went in the opposite direction, shedding FF18 or 2.2 per cent to FF569 after the hotel group said that its acquisition of the 30 per cent of Wagons-Lits, the Belgian group, that it did not already own, would dilute its eps.

Alcatel Alsthom, which attracted a number of brokers' downgrading following Wednesday's news that the company's 1994 results, recovered FF920 or 2 per cent to FF944.50 as investors began to take the view that Mr Pierre Suard, the chairman, would be asked to resign later this month. Mr Suard had been banned from running the group by a magis-

## ASIA PACIFIC

## Region mixed after gains in previous days

## Tokyo

The continued appreciation of the yen put pressure on equities and the Nikkei index retreated in low volume, writes Emiko Terazono in Tokyo.

The 225 average fell 66.62 to 15,815.87 after fluctuating between 15,688.06 and 15,949.11. An overnight fall in Chicago futures prompted selling, while domestic institutions were also seen taking small-lot profits.

There was increased caution as the yen rose above the Y86 level in the afternoon, to another record high. After the close, the dollar fell to a post-war low of Y85.35 in Tokyo.

Volume was 216m shares against 206m. Traders noted the activity of individual investors, especially in the construction sector.

"With rates on deposits so low, it will not be long until individuals return to the market," said one Japanese fund manager.

The Topix index of all first section stocks fell 4.72 to 1,274.43 and the Nikkei 300 shed 1.61 to 2,555.55. Gainers led losses by 321 to 468 with 181 issues unchanged.

In London, the ISE/Nikkei 50 index fell 2.73 to 1042.92. Exporters fell on the yen's appreciation: Hitachi fell Y17 to Y880, while Sony lost Y13 to Y4,150. Honda fell Y40 to Y1,350.

Fudo Construction, the day's most active issue, rose Y11 to Y864 on buying by individuals and dealers. Mining stocks, speculative favourites, were also higher with Sumitomo Metal Mining up Y16 to Y738 and Mitsui Mining & Smelting adding Y2 to Y325.

Profit-taking left the real estate sector down 1.8 per cent. Mitsui Fudosan declined Y32 to Y912 and Mitsubishi Estate Y27 to Y914. Banks also lost ground: Dai-ichi Kangyo Bank fell Y30 to Y1,580 and Sumitomo Bank Y20 to Y1,720. Hokkaido Tokai Bank, which confirmed that it would post losses for the past fiscal year, closed unchanged at Y280 after

## FT-SE Actuaries Share Indices

Apr 6	Apr 5	Apr 4	Apr 3	Apr 2	Apr 1	Mar 31	Mar 30
FT-SE Actuaries 100	1268.82	1273.04	1273.50	1274.67	1277.17	1277.55	1277.48
FT-SE Actuaries 200	1273.17	1273.10	1273.65	1273.02	1266.81	1266.85	1276.30

turnover up from DM5.7bn to DM6.1bn. The outstanding blue chip move was in Schering, which rose DM29 to DM1,089. The pharmaceuticals company underperformed the market in March, the month in which it cut its 1995 sales forecast as a result of the soaring D-Mark. Analysts trimmed their earnings forecasts, but Schering's fans were still looking yesterday at a prospective p.e. of around 13 for 1996 against the historic 23.7.

Elsewhere, Henkel, which has the German rights to the Persil brand name, reflected the move of sentiment towards consumer stocks with a rise of DM18.90 to DM54.1.

ZURICH closed higher as easing money market rates sparked renewed demand for banks and insurers. The SMI index gained 19.8 to 2,556.1 in moderate turnover, with the strength of the franc continuing to weigh on the market.

STOCKHOLM, unable to react positively to the budget

package on Wednesday, waited until the Swedish crown weakened further yesterday to push the Affarsvarlden general index up 13.90 to 1,506.30. Ericson B rose another SKr78.50 to a new 1995 high of SKr78.50 following news of its plans to take a 40 per cent share of the US mobile phone market.

OSLO climbed 1.3 per cent on foreign buying, the all-share index closing 8.3 higher at 632.4. In and around the oil industry, Saga Petroleum rose NKr2.50 to NKr88 as it said that it hoped to get its small, Tordis East oilfield on stream in 1997; and Kvaerner, awarded a NKr300m engineering contract by Statoil, rose NKr7.50 to NKr269.

ISTANBUL picked up another 1.5 per cent, marking its seventh consecutive all time high and the 23rd record close since February 20. The composite index gained 810.37 to 44,293.79, heavy demand taking Eregli, the flat steel group, up TL700 to TL7,800.

WARSAW's Wig index picked up 253.3 or 3.9 per cent to 6,739.9 after the sharp losses last month, up 14.2 per cent since its revival began on Wednesday last week.

Written and edited by William Cochrane, Michael Morgan and John Pitt

until the Swedish crown weakened further yesterday to push the Affarsvarlden general index up 13.90 to 1,506.30. Ericson B rose another SKr78.50 to a new 1995 high of SKr78.50 following news of its plans to take a 40 per cent share of the US mobile phone market.

OSLO climbed 1.3 per cent on foreign buying, the all-share index closing 8.3 higher at 632.4. In and around the oil industry, Saga Petroleum rose NKr2.50 to NKr88 as it said that it hoped to get its small, Tordis East oilfield on stream in 1997; and Kvaerner, awarded a NKr300m engineering contract by Statoil, rose NKr7.50 to NKr269.

ISTANBUL picked up another 1.5 per cent, marking its seventh consecutive all time high and the 23rd record close since February 20. The composite index gained 810.37 to 44,293.79, heavy demand taking Eregli, the flat steel group, up TL700 to TL7,800.

WARSAW's Wig index picked up 253.3 or 3.9 per cent to 6,739.9 after the sharp losses last month, up 14.2 per cent since its revival began on Wednesday last week.

Written and edited by William Cochrane, Michael Morgan and John Pitt

## Brazilian equities make headway

Brazilian stocks were firmer by midday on speculative buying ahead of the forthcoming futures index and options settlements.

The Bovespa index of the 55 most-active stocks was up 384 to 32,188 by 1pm in turnover of R\$181.7m (\$214.4m). The futures index and options settlements are scheduled for April 12 and 17.

MEXICAN equities were softer in early dealings. The IPC index was down 11.72 at 1,907.37 in light volume of 5.5m shares.

Heavily-weighted Telcel A and L shares slipped respectively 1.8 per cent and 0.6 per cent.

ARGENTINE stocks were little changed by

mid-morning. The Merval index was off 0.48 at 395.54.

A package of measures to raise tax revenue, lower government spending and secure financing from multinational institutions has eased short-term fears among investors.

CARACAS closed higher with the cement company, Vencemos, a feature, ending the session down 2.50 bolivars at 370.00 bolivars, after hitting an earlier high of 370.00 bolivars. The Merivest composite index added 0.93 or 1 per cent to 92.28. Turnover rose sharply to a preliminary estimate of 17.2bn bolivars, compared with 190m bolivars on Wednesday.

## FT-ACTUARIES WORLD INDICES QUARTERLY EVALUATION

The market capitalization of the national and regional markets of the FT-Actuaries World Indices as at MARCH 31, 1995 are expressed below in millions of US dollars and as a percentage of the World Index. Similar figures are provided for the preceding quarter. The percentage change for each US dollar index is shown since the end of the calendar year is also provided.

NATIONAL AND REGIONAL MARKETS	Market cap. as at 31/03/95 (US\$m)	% of World Index	Market cap. as at 30/12/94 (US\$m)	% of World Index	% change in S index since 31/12/94
Australia (63)	135571.2	1.32	143416.0	1.53	-5.83
Austria (16)	13557.2	0.13	13124.7	0.14	1.64
Belgium (36)	70185.1	0.71	64811.4	0.69	8.21
Brazil (28)	30963.0	0.34	49555.3	0.53	-31.48
Canada (103)	153872.2	1.56	148231.4	1.58	3.59
Denmark (53)	35320.7	0.36	34156.0	0.36	3.40
Finland (24)	26223.5	0.27	28200.9	0.30	-8.82
France (171)	395468.7	3.92	330489.2	3.52	11.07
Germany (58)	349735.2	3.55	334026.6	3.62	2.39
Hong Kong (56)	174641.1	1.77	164872.0	1.76	6.42
Ireland (15)	16154.6	0.16	14819.6	0.16	8.77
Italy (59)	124986.2	1.27	133166.7	1.42	-8.55
Japan (494)	2788768.7	28.30	2747310.7	29.27	-2.98
Malaysia (87)	102798.6	1.04	100732.7	1.07	1.75
Mexico (18)	9168.8	0.09	81542.1	0.87	-39.64
Netherlands (19)	198336.6	2.01	181822.8	1.93	9.18
New Zealand (14)	20311.6	0.21	18882.8	0.20	7.44
Norway (23)	18552.1	0.19	18812.8	0.20	-1.54
Portugal (44)	55986.6	0.57	52627.3	0.56	5.13
South Africa (59)	131815.1	1.34	130244.8	1.39	-1.02
Spain (38)	90515.5	0.92	81867.2	0.86	11.45
Sweden (48)	398607.0	4.01	356355.3	3.81	11.26
Switzerland (47)	252323.5	2.54	226284.2	2.42	11.10
Thailand (46)	18654.4	0.19	20892.8	0.22	-10.55
United Kingdom (203)	555196.4	5.69	505133.1	5.44	6.33
USA (511)	3592374.6	36.45	3288046.9	35.11	8.91
Americas (690)	3811456.6	38.88	3545475.7	37.77	7.41
Europe (719)	2814634.0	28.53	2458452.8	26.19	5.58
Nordest (128)	17564.9	0.18	15927.0	0.17	10.70
Pacific Basin (809)	3296736.2	33.45	3252704.5	34.85	-2.48
Europe-Pacific (1528)	5911370.2	59.39	5711157.1	60.84	0.93
North America (614)	3745346.8	38.02	3442788.4	36.69	8.69
Europe E. UK (516)	1659438.6	16.84	1553318.6	16.55	5.13
Pacific E. Japan (325)	507997.6	5.15	505393.9	5.39	0.33
World E. US (1738)	6262279.3	63.55	6008030.7	64.89	0.40
World E. UK (2044)	8699455.5	88.31	8481744.5	90.36	2.08
World E. Japan (1753)	7055885.2	71.70	6636565.9	70.73	6.08
The World Index (2247)	9854663.9	100.00	9388777.8	100.00	5.34

© The Financial Times Limited, Goldman, Sachs & Co. and NatWest Securities Limited, 1997

## FT-ACTUARIES WORLD INDICES

Jointly compiled by The Financial Times Ltd., Goldman, Sachs & Co. and NatWest Securities Ltd. in conjunction with the Institute of Actuaries and the Faculty of Actuaries

NATIONAL AND REGIONAL MARKETS	US Dollar Index	Day's % Change	WEDNESDAY APRIL 5 1995							TUESDAY APRIL 4 1995							DOLLAR INDEX	
			Pound Sterling Index	Yen Index	DM Index	Local Currency Index	% chg on day	Gross Div. Yield	US Dollar Index	Pound Sterling Index	Yen Index	DM Index	Local Currency Index	% chg on day	Gross Div. Yield	Yen Index		
Australia (63)	158.34	3.4	157.03	92.87	122.17	152.80	2.5	3.98	164.21	151.70	89.77	118.28	148.02	157.95	1.8	1.82		
Austria (16)	155.32	-0.2	171.34	101.33	133.30	132.24	-0.4	1.30	165.77	171.81	101.33	133.30	135.73	168.89	17.46	1.41		
Belgium (36)	154.35	0.0	170.44	100.80	132.60	129.35	0.0	4.08	164.17	170.13	100.88	132.85	129.35	184.35	181.53	1.01		
Brazil (28)	116.71	1.5	107.91	83.82	83.96	135.07	183.14	1.4	1.87	114.58	108.22	82.96	82.81	190.48				
Canada (103)	124.07	1.3	125.95	73.21	96.43	135.07	135.07	1.0	2.59	125.87	122.28	72.38	95.34	135.76				
Denmark (53)	262.50	0.8	242.89	143.53	168.81	194.94	0.2	1.83	260.95	241.07	142.86	167.95	194.55	272.27	236.61	2.51		
Finland (24)	198.86	0.4	172.76	102.17	134.40	167.99	-0.1	1.42	185.19	172.00	101.79	134.10	168.14	201.21	133.88	1.16		
France (171)	395.47	-0.1	395.47	99.34	130.68	137.78	-0.3	3.13	395.47	99.34	130.68	137.78	137.78	395.47	99.34	130.68		
Germany (58)	342.82	0.4	316.95	187.45	246.58	340.30	0.1	2.07	342.83	186.97	246.71	340.04	340.04	342.83	187.45	246.58		
Hong Kong (56)	148.76	0.8	137.54	81.34	107.00	107.00	0.4	2.07	147.83	136.88	80.87	106.54	154.61	154.61	136.88	80.87		
Ireland (15)	161.55	-0.5	157.69	81.37	107.04	81.37	0.7	0.94	161.55	81.37	107.04	81.37	81.37	161.55	81.37	107.04		
Italy (59)	148.82	0.7	157.69	81.37	107.04	81.37	0.7	0.94	147.77	136.51	106.78	106.43	82.78	170.10	136.51	106.78		
Japan (494)	503.30	4.3	465.33	275.20	382.02	494.70	3.4	1.82	495.58	445.81	263.82	347.59	488.92	494.70	382.02	494.70		
Mexico (18)	91.69	3.7	84.90	501.45	659.04	852.85	0.7	1.67	894.09	817.18	483.59	637.12	846.48	852.85	659.04	852.85		
Netherlands (19)	211.11	0.4	211.11	128.99	169.68	168.78	0.2	3.78	235.05	217.14	128.50	166.30	238.90	211.11	128.99	169.68		
New Zealand (14)	78.68	2.6	72.74	43.02	56.58	63.86	2.4	1.91	76.73	70.88	41.85	52.27	62.23	78.68	43.02	56.58		
Norway (23)	213.67	0.0	167.73	116.94	153.83	165.33	-0.2	2.35	213.67	167.73	116.94	153.83	165.33	213.67	116.94	153.83		
Portugal (44)	353.80	1.2	336.35	188.92	261.08	235.67	1.4	1.82	353.80	331.20	188.92	261.08	235.67	353.80	188.92	261.08		
South Africa (59)	351.49	0.8	351.49	152.17	252.79	276.16	1.0	2.48	348.24	321.89	190.21	251.00	272.51	351.49	152.17	252.79		
Spain (38)	132.75	1.1	122.73	72.99	95.48	127.33	0.8	4.44	131.24	121.24	71.75	84.62	125.32	132.75	72.99	95.48		
Sweden (48)	236.82	0.1	220.81	130.47	171.83	281.10	0.0	2.20	238.33	220.17	130.29	171.83	281.10	236.82	130.47	171.83		
Switzerland (47)	183.30	0.1	168.47	100.29	131.84	128.96	-0.2	1.95	183.05	169.10	100.07	131.84	128.96	183.30	100.29	131.84		
Thailand (46)	137.40	0.1	127.22	75.24	95.87	101.53	0.1	3.23	137.47	127.00	75.15	95.87	101.53	137.40	75.24	95.87		
United Kingdom (203)	207.19	0.0	191.56	113.29	149.03	191.56	0.1	4.28	207.19	191.56	113.29	149.03	191.56	207.19	113.29	149.03		
USA (511)	206.56	0.1	190.90	102.99	148.98	206.56	0.1	2.75	206.42	190.71	112.88	148.98	206.56	206.56	102.99	148.98		
Australia (63)	158.34	3.4	157.03	92.87	122.17	152.80	2.5	3.98	164.21	151.70	89.77	118.28	148.02	157.95	1.8	1.82		
Austria (16)	155.32	-0.2	171.34	101.33	133.30	132.24	-0.4	1.30	165.77	171.81	101.33	133.30	135.73	168.89	17.46	1.41		
Belgium (36)	154.35	0.0	170.44	100.80	132.60	129.35	0.0	4.08	164.17	170.13	100.88	132.85	129.35	184.35	181.53	1.01		
Brazil (28)	116.71	1.5	107.91	83.82	83.96	135.07	183.14	1.4	1.87	114.58	108.22	82.96	82.81	190.48				
Canada (103)	124.07	1.3	125.95	73.21	96.43	135.07	135.07	1.0	2.59	125.87	122.28	72.38	95.34	135.76				
Denmark (53)	262.50	0.8	242.89	143.53	168.81	194.94	0.2	1.83	260.95	241.07	142.86	167.95	194.55	272.27	236.61	2.51		
Finland (24)	198.86	0.4	172.76	102.17	134.40	167.99	-0.1	1.42	185.19	172.00	101.79	134.10	168.14	201.21	133.88	1.16		
France (171)	395.47	-0.1	395.47	99.34	130.68	137.78	-0.3	3.13	395.47	99.34	130.68	137.78	137.78	395.47	99.34	130.68		
Germany (58)	342.82	0.4	316.95	187.45	246.58	340.30	0.1	2.07	342.83	186.97	246.71	340.04	340.04	342.83	187.45	246.58		
Hong Kong (56)	148.76	0.8	137.54	81.34	107.00	107.00	0.4	2.07	147.83	136.88	80.87	106.54	154.61	154.61	136.88	80.87		
Ireland (15)	161.55	-0.5	157.69	81.37	107.04	81.37	0.7	0.94	161.55	81.37	107.04	81.37	81.37	161.55	81.37	107.04		
Italy (59)	148.82	0.7	157.69	81.37	107.04	81.37	0.7	0.94	147.77	136.51	106.78	106.43	82.78	170.10	136.51	106.78		
Japan (494)	503.30	4.3	465.33	275.20	382.02	494.70	3.4	1.82	495.58	445.81	263.82	347.59	488.92	494.70	382.02	494.70		
Mexico (18)	91.69	3.7	84.90	501.45	659.04	852.85	0.7	1.67	894.09	817.18	483.59	637.12	846.48	852.85	659.04	852.85		
Netherlands (19)	211.11	0.4	211.11	128.99	169.68	168.78	0.2	3.78	235.05	217.14	128.50	166.30	238.90	211.11	128.99	169.68		
New Zealand (14)	78.68	2.6	72.74	43.02	56.58	63.86	2.4	1.91	76.73	70.88	41.85	52.27	62.23	78.68	43.02	56.58		
Norway (23)	213.67	0.0	167.73	116.94	153.83	165.33	-0.2	2.35	213.67	167.73	116.94	153.83	165.33	213.67	116.94	153.83		
Portugal (44)	353.80	1.2	336.35	188.92	261.08	235.67	1.4	1.82	353.80	331.20	188.92	261.08	235.67	353.80	188.92	261.08		
South Africa (59)	351.49	0.8	351.49	152.17	252.79	276.16	1.0	2.48	348.24	321.89	190.21	251.00	272.51	351.49	152.17	252.79		
Spain (38)	132.75	1.1	122.73	72.99	95.48	127.33	0.8	4.44	131.24	121.24	71.75	84.62	125.32	132.75	72.99	95.48		
Sweden (48)	236.82	0.1	220.81	130.47	171.83	281.10	0.0	2.20	238.33	220.17	130.29	171.83	281.10	236.82	130.47	171.83		
Switzerland (47)	183.30	0.1	168.47	100.29	131.84	128.96	-0.2	1.95	183.05	169.10	100.07	131.84	128.96	183.30	100.29	131.84		
Thailand (46)	137.40	0.1	127.22	75.24	95.87	101.53	0.1	3.23	137.47	127.00	75.15	95.87	101.53	137.40	75.24	95.87		
United Kingdom (203)	207.19	0.0	191.56	113.29	149.03	191.56	0.1	4.28	207.19	191.56	113.29	149.03	191.56	207.19	113.29	149.03		
USA (511)	206.56	0.1	190.90	102.99	148.98	206.56	0.1	2.75	206.42	190.71	112.88	148.98	206.56	206.56	102.99	148.98		
Australia (63)	158.34	3.4	157.03	92.87	122.17	152.80	2.5	3.98	164.21	151.70	89.77	118.28	148.02	157.95	1.8	1.82		
Austria (16)	155.32	-0.2	171.34	101.33	133.30	132.24	-0.4	1.30	165.77	171.81	101.33	133.30	135.73	168.89	17.46	1.41		
Belgium (36)	154.35	0.0	170.44	100.80	132.60	129.35	0.0	4.08	164.17	170.13	100.88	132.85	129.35	184.35	181.53	1.01		
Brazil (28)	116.71	1.5	107.91	83.82	83.96	135.07	183.14	1.4	1.87	114.58	108.22	82.96	82.81	190.48				
Canada (103)	124.07	1.3	125.95	73.21	96.43	135.07	135.07	1.0	2.59	125.87	122.28	72.38	95.34	135.76				
Denmark (53)	262.50	0.8	242.89	143.53	168.81	194.94	0.2	1.83	260.95	241.07	142.86	167.95	194.55	272.27	236.61	2.51		
Finland (24)	198.86	0.4	172.76	102.17	134.40	167.99	-0.1	1.42	185.19	172.00	101.79	134.10	168.14	201.21	133.88	1.16		
France (171)	395.47	-0.1	395.47	99.34	130.68	137.78	-0.3	3.13	395.47	99.34	130.68	137.78	137.78	395.47	99.34	130.68		
Germany (58)	342.82	0.4	316.95	187.45	246.58	340.30	0.1	2.07	342.83	186.97	246.71	340.04	340.04	342.83	187.45	246.58		
Hong Kong (56)	148.76	0.8	137.54	81.34	107.00	107.00	0.4	2.07	147.83	136.88	80.87	106.54	154.61	154.61	136.88	80.87		
Ireland (15)	161.55	-0.5	157.69	81.37	107.04	81.37	0.7	0.94	161.55	81.37	107.04	81.37	81.37	161.55	81.37	107.04		
Italy (59)	148.82	0.7	157.69	81.37	107.04	81.37	0.7	0.94	147.77	136.51	106.78	106.43	82.78	170.10	136.51	106.78		
Japan (494)	503.30	4.3	465.33	275.20	382.02	494.70	3.4	1.82	495.58	445.81	263.82	347.59	488.92	494.70	382.02	494.70		
Mexico (18)	91.69	3.7	84.90	501.45	659.04	852.85	0.7	1.67	894.09	817.18	483.59	637.12	846.48	852.85	659.04	852.85		
Netherlands (19)	211.11	0.4	211.11	128.99	169.68	168.78	0.2	3.78	235.05	217.14	128.50	166.30	238.90	211.11	128.99	169.68		
New Zealand (14)	78.68	2.6	72.74	43.02	56.58	63.86	2.4	1.91	76.73	70.88	41.85	52.27	62.23	78.68	43.02	56.58		
Norway (23)	213.67	0.0	167.73	116.94	153.83	165.33	-0.2	2.35	213.67	167.73	116.94	153.83	165.33	213.67	116.94	153.83		
Portugal (44)	353.80	1.2	336.35	188.92	261.08	235.67	1.4	1.82	353.80	331.20	188.92	261.08	235.67	353.80	188.92	261.08		
South Africa (59)	351.49	0.8	351.49	152.17	252.79	276.16	1.0	2.48										